

Glasgow City Region

Quarterly Performance Report

Report for Q1 2026/27

Table1: City Deal Infrastructure Fund Programme Key Performance Indicators

	Latest Data	Previous Data
Total number of Projects	22	22
Programme Status Overview (for the 21 Main Projects)	As at 30/07/2026	As at 11/06/2026
Projects Red Status (% total)	0 / 22 (0%)	0 / 22 (0%)
Projects Amber Status (% total)	2 / 22 (9%)	2 / 22 (9%)
Projects Green Status (% total)	19 / 22 (86%)	19 / 22 (86%)
Projects Complete (% total)	1 / 22 (5%)	1 / 22 (5%)
Programme Timeline: Key milestones completed to date	As at 30/07/2026	As at 11/06/2026
Case for Investment (% total CFI to be completed)	0 / 1 (0%)	0 / 1 (0%)
SBCs complete (% total SBC to be completed)	20 / 20 (100%)	20 / 20 (100%)
S/OBCs complete (% total S/OBCs to be completed)	1/1 (100%)	1/1 (100%)
OBCs complete (% total OBCs to be completed)	30 / 30 (100%)	30 / 30 (100%)
FBCs complete (% of total FBCs to be completed)	76/119 (64%)	75/119 (63%)
FBC Sub-Projects Construction Progress	119	119
Sub-project construction started (% of total FBC Sub Projects)	70/119 (59%)	67/119 (56%)
Sub-projects construction complete (% of total FBC Sub Projects)	58/119 (49%)	57/119 (48%)
Programme Finance: Grant Draw Down, Approvals, Spend to Date	As at Q1 2026/27	As at Q4 2025/26
Total Grant Drawn down to Date (% of £1bn Grant available)	£460m / (46%)	£445m / (44%)
Grant Received as % of Reported Spend to 30 June 2026	£460m / £635m / 72%	£460m / £635m / 72%
Business Case Approvals to Date (£) (% of £1.134bn Infrastructure Fund)	£775.9m (68%)	£761.6m (67%)
Spend to Date (% as of £1.134bn Infrastructure Fund)	£659m (58%)	£635m (56%)
Actual current year spend vs projected spend for current year	£15.3m / £154.6m (10%)	£69.2m / £84.4m (82%)
Programme Scope: Direct Project <u>Outputs</u> Delivered to Date	As at Q1 2026/27	As at Q4 2025/26
Public Realm new/enhanced (Ha)	36.25 of 49.01 (74%)	35.35 of 47.31 (75%)
Roads (km) new/enhanced	30.2 of 74.98 (40%)	29.39 of 73.07 (40%)
Junctions new/enhanced	91 of 170 (54%)	75 of 170 (44%)
Bridges new/enhanced	14 of 26 (54%)	14 of 26 (54%)
Cycle/pedestrian routes new/enhanced (km)	83.67 of 133.22 (63%)	81.17 of 130.98 (62%)
Schools new/enhanced (sqm) - delivered to date / units	10,988sqm / 6 of 9 (67%)	10,988sqm / 6 of 9 (67%)
Programme Benefits: Follow-On Benefits	As at Q1 2026/27	As at Q4 2025/26
Vacant and Derelict Land removed from Register (Ha)	67.04 of 277.56 (24%)	65.29 of 277.56 (24%)
Area of Opportunity Sites (Ha)	764.25 of 896.22 (85%)	760.02 of 896.22 (85%)
All Direct Floorspace Created (Thousand sqm)	204.29 of 1,382.48 (15%)	204.29 of 1,382.48 (15%)
Follow-On Floor Space Delivered (all classes (excl.Housing) (Thousand sqm)	234.96 of 1,383.08 (17%)	234.96 of 1,383.08 (17%)
Follow On New Residential Units Delivered	12,344 of 26,634 (46%)	11,927 of 26,634 (45%)
Programme Social Value Benefits Realised	As at Q1 2026/27	As at Q4 2025/26
Tier 1 Value awarded to GCR based companies (% all Tier 1 awards)	£186,729,911 (33%)	£186,661,435 (33%)
Tier 1 No. of contracts awarded to GCR based businesses (% all Tier 1)	290 of 546 (53%)	290 of 544 (53%)
Targeted recruitment and employment benefits secured (e.g. apprentices)	387	357
Programme Economic Outcomes (based on approved OBCs)	As at Q1 2026/27	As at Q4 2025/26
Net Additional Gross Value Added at City Region level by 2035 (£bn)	£4.684	£4.684
Total Net Additional Construction Person Years in Employment by 2035	17,242	17,242
Total Combined Follow-on & direct project Private Sector Investment (£bn)	£2.837	£2.837
Benefit Cost Ratio (over 25 years) of approved OBCs	5.65:1	5.65:1
Programme Risks	As at 30/07/2026	As at 11/06/2026
No. of risks in period	11	11
New risks in period	0	0
No. risks rated 'very high'/'high' in period	0	0
No. risks increased/decreased residual score in period	1	0
Programme Issues	As at 30/07/2026	As at 11/06/2026
No. of issues in period	2	2
New issues in period	0	0
Programme Change	As at 30/07/2026	As at 11/06/2026
Change Control Requests (CCR) submitted for City Projects in period	5	4
Approved CCRs/Restatements to date across City Deal Programme	456	452

1. PURPOSE

- 1.1.1 This Quarterly Performance Report includes an overview of the progress at **11 August** 2026 for:
- o Regional Economic Strategy Action Plan progress; and
 - o the City Deal Programme.

2. RECOMMENDATIONS

- 2.1.1 The Cabinet is invited to:
- a. Note the contents of this report; and
 - b. Note and approve the Change Control Requests set out in **Section 7**.

3. KEY HIGHLIGHTS / ACTIONS COMPLETED IN THIS PERIOD:

City Deal Programme Highlights

- o East Dunbartonshire Council (EDC) started construction on site for Westerhill Development Road and Bishopbriggs Town Centre Civic Space in May 2026.
- o EDC's A803 Corridor Improvements Project (deferred from City Deal Programme in 2024) received funding through Strathclyde Partnership for Transport (SPT) Capital Investment Fund to advance one of the key elements (Balmuildy Rd Junction Signalisation) in financial year 2026/27.
- o East Renfrewshire Council's (ERC) Aurs Road project opened to the public on 29 May 2026.
- o GCC's George Square & Surrounding Avenues has seen the north carriageway open to traffic at the end of June in line with the phased reopening approach.
- o North Lanarkshire Council (NLC) submitted the Full Scheme Planning Application for East Airdrie Link Road on 25 June 2026.
- o South Lanarkshire Council's (SLC) Cathkin Relief Road project compiled a report on transport network performance and traffic data to be used during the Gateway Review process.
- o Procurement exercises are in progress for a number of pre-construction assessments for SLC's Stewartfield Way. The tender for the Drainage Investigation Assessment for was issued and returned on 16 June 2026.
- o The FBC for SLC's Larkhall Leisure Centre in Larkhall Community Growth Area was approved by Delegated Authority on 16 July 2026.
- o West Dunbartonshire Council's (WDC) Exxon Site Development project has seen two overpass structures at the proposed west junction be completed as well as the installation of the Milton Burn culvert.

4. REGIONAL ECONOMIC STRATEGY

Action Plan Monitoring and Updates

- 4.1.1 For Q1 2026/27, the GCR PMO has updated the actions within the RES Action Plan. In addition, actions have been included in the RES Action Plan relating to other core GCR workstreams in relating to:
- Audit;
 - Communications and Marketing;
 - Finance;
 - Governance; and,
 - Legal and Procurement.
- 4.1.2 This has increased the number of actions that will be monitored through the RES reporting process from 55 to 64 in 2026/27. The Glasgow City Region Programme Management Office is monitoring the delivery of the Action Plan and a detailed progress report is attached at Appendix 10c.

4.1.3 Monitoring of the RES is carried out quarterly by the PMO and reported to the Regional Partnership and the Cabinet. The table below provides a summary of the status for the current RES Actions.

4.1.4 Table 1: RES Action Summary for Q1 2026/27

SUMMARY	Q1 26/27	Q4 25/26
Red	0	0
Amber	7 (11%)	7 (13%)
Green	40 (62%)	28 (51%)
Complete	4 (6%)	18 (33%)
Future	12 (19%)	1 (2%)
Superseded	1 (2%)	1 (2%)
Total	64 (100%)	55 (100%)

4.1.5 6% of actions are Complete, 62% reported as Green and 0% are reported as Red for this Quarter.

4.1.6 7 RES Actions are reporting as Amber during this cycle:

- Action 10 - Develop a Strategic Masterplan for Clyde Mission - due to a revised timeline, now bringing a report to Cabinet in November 2026.
- Action 18- Establish and embed a GCR Good Employment Charter – pending discussion on reaching agreement on the delivery of the action will be resourced.
- Action 23 - Maritime: Implement the recommendations from Rand Report – awaiting SG approval of project budget.
- Action 25 - Develop skills programmes to support the Investment Zone and Innovation Action Plan – timescale updated.
- Action 28: Improve use of Existing Retrofit Funding (EES: ABs) – timescale updated to allow a further review in March 2027.
- Action 33: Deliver the 5G Innovation Region business cases for all programme elements – timescale updated to reflect conclusion of the activity.
- Action 36: Scope and develop proposal for the Local Innovation Partnership Fund – update to reflect anticipated timescale of response from UKRI.

4.1.7 These actions were approved by the Regional Partnership on 8 August 2026 and in most instances these actions will restate as Green for the next reporting cycle. A brief update on the progress which has been made with each of the RES programmes is set out below.

Glasgow City Region City Deal

4.1.8 This is covered in detail in Section 5 in this report.

Innovation Programme

4.1.9 GCR submitted to UKRI the proposed £50m portfolio for the Local Innovation Partnership Fund programme to support the Health and Life Sciences cluster in the Region (drug discovery and diagnostics). Feedback has been provided by UKRI on the proposal and responses will be submitted by the end of August.

4.1.10 The Hub has designed a cluster performance framework to monitor and assess the development of innovation clusters over time, which will be validated with partners. The team is also collaborating with the Innovation Growth Lab to develop an Inclusive Innovation Framework for the Glasgow City Region, helping to ensure that the benefits of innovation are shared more widely across communities, businesses, and places.

Investment Programme

4.1.11 Investment Zone - GCR was awarded one of two Investment Zones in Scotland in summer 2023. The GCR IZ provides £160m grant funding over a 10-year period. The Tax Site Business Case was approved by CEG on 13 May 2026. The Tax Site Management Strategy and has been developed and an oversight group has been established.

- 4.1.12 Annual Delivery Plan Y2 and Y1 End of Year Reporting has been approved by CEGs and submitted to UK and Scottish Government. Six-monthly and Annual Reporting for both GCR Investment Zone and the Local Growth Fund will now be presented to Regional Partnership for review in advance of recommending for approval by GCR Cabinet.
- 4.1.13 Skyrora Full Business Case (FBC) and Malin Strategic Business Case (SBC) were presented to the CEGs on 6 August for approval. Currently 2 FBCs and 2 Outline Business Cases have been approved. The Lead Officers' Group will be established in the coming months.
- 4.1.14 The 10-year Grant Pass-down Agreement and Year 1 Grant Offer Letter were issued to projects on 2 April 26. Neuramics have signed the Y1 Grant Offer Letter and have started drawing down funding. Over the next quarter GCR PMO will work with the University of Glasgow and Strathclyde University legal teams to allow other projects to move into delivery.
- 4.1.15 The Local Growth Fund (LGF) is a £60.9m fund over a 3-year period (26/27-28/29) which supports economic growth through the themes Enabling Local Growth Infrastructure, Support for Business and Skills and Employment Support. Y1 revenue is being utilised by Member Authorities as a transition year to continue providing Skills and Employment and Business Support services.
- 4.1.16 The LGF capital programme will support the enhancement of the established Enabling Commercial Space (ECS) Programme (£20m), Regional Projects of Scale (£20m) and Net Zero Transition Funding (£2.49m). Y2 and 3 revenue will be further developed in the coming months and will be aligned with the Regional Empowerment agenda.

Clyde Mission

- 4.1.17 Clyde Mission Strategic Masterplan continues to make good progress. Over 350 unique participants have been engaged through six thematic online workshops and five area-specific field studies along the Clyde corridor. This has been augmented by an open online consultation over the course of July 2026. The team will move forward to finalising the Strategic Masterplan to be presented to GCR governance structures in November 2026.
- 4.1.18 The Clyde Mission Heat Decarbonisation Fund (CM-HDF) remains open to applicants, with submission deadlines in 2026 set for 27 February, 31 July and 27 September. Round 1 closed on 27 February and attracted two applications, with a total funding request of £2.6 million against the £5 million budget envelope. A report with recommendations was considered and approved by the GCR Chief Executives' Group on 13 May, with updates provided to the Regional Partnership on the same day and to the GCR Cabinet on 26 May. The Fund is hosted on a dedicated website that includes an online eligibility test, a grant-application portal, a story map outlining the scheme, and a comprehensive suite of guidance documents.

Sustainable City Region Programme

- 4.1.19 Key areas of focus for GCR Place's Green Network team at the moment include completing the environmental sections of 'Call for Sites' assessments on behalf of Member Authorities, developing the pipeline of peatland restoration sites and establishing the River Kelvin Catchment Partnership. The team has also been working with Amey Highways to develop wildflower meadows to support pollinators and enhance the appearance of the M8 which is a key regional 'ambassador route'.
- 4.1.20 Clyde Climate Forest's first five years of operation has seen encouraging progress against CCFs targets. The key indicators below outline the progress that has been made to date and within the last year:
 - Around five million trees planted across every part of the region.
 - 8,350 trees planted in 16 Target Neighbourhoods (2 in each MA) which tend to be more deprived, have lower canopy cover and be more vulnerable to climate change.
 - 60 events engaging over 1,100 people e.g. tree planting, monitoring and learning sessions.
 - 64 volunteer CCF Tree Wardens recruited.
- 4.1.21 CCF has achieved steady progress and is gaining momentum. Much work is required to maintain this progress and build towards achieving the 2032 targets. Priority actions for 2026/27 include
 - Working with MAs to identify further Target Neighbourhood planting sites, including six events focussed on fruit and flowering trees for gardens.
 - Enhancing school engagement with Keep Scotland Beautiful through the Eco-Schools programme (primary) and Young Reporters for the Environment programme (secondary).

- Delivering Climate Engagement Fund activities (16 place-based climate workshops across Target Neighbourhoods, 8 follow up climate action sessions i.e. tree planting, tree monitoring, training, 16 co-designed community climate action plans for trees and woodlands and recruiting at least 32 new CCF Tree Wardens).
- Delivering new riparian woodland in partnership with the Clyde Rivers Foundation, incorporating the 'Stepping Stone Pilot' sites programme.
- Progressing the 'Connecting to Rural Communities' programme in partnership with MAs in Shotts (NLC), Twechar (EDC) and Douglas/Rigside (SLC).

4.1.22 Climate Ready Clyde continues to work with GCR Green Network and Member Authorities to deliver climate adaptation projects across the region enabled by £200,000 funding from the Scottish Government.

Clyde Metro Programme

4.1.23 The Case for Investment (Cfi) continues to progress at pace and is currently on track to deliver both on time and budget. Detailed appraisal, including transport modelling, of the shortlist of five network options has been ongoing. Alongside this, work has been undertaken to develop a robust process for selecting the Preferred Network Option. An Outline Commercial Strategy has been developed with feedback provided by GCR Member Authorities and Transport Scotland. The funding and finance approach is being developed building upon outputs from the detailed appraisal of network options to identify a viable envelope for delivery in terms of capital costs for construction and operation.

4.1.24 It was agreed as part of the revised governance arrangements between that a Programme Liaison Group (PLG) is to be established. This group will focus on the following issues:

- Helping to manage, via Transport Scotland/Scottish Government, dependencies, constraints and risks associated with integrating Clyde
- Metro with the wider public transport system and the responsibilities of Network Rail/ScotRail;
- Engaging with the National Wealth Fund (NWF) following HM Treasury's announcement in Nov 2025 of the Clyde Metro's status as a
- 'Focus Project' for the NWF as part of the GCR Strategic Partnership Agreement;
- Engaging with senior officials involved with wider Regional economic development/regional empowerment in both governments; and
- Engaging with Transport Scotland on the post-CFI arrangements for funding this STPR2 project.

4.1.25 A Terms of Reference for the PLG is in the process of being prepared. Whilst stakeholder engagement on technical aspects of the CFI has largely been undertaken on a thematic basis to date, taking on board feedback received, the next phase of engagement through August and September will cover a range of topics focusing predominantly on those areas where a governance decision is required in Q4 2026. Key stakeholders to be engaged include GCR Member Authorities, Transport Scotland, ScotRail, Network Rail, National Wealth Fund and Glasgow City Region.

Housing Retrofit Programme

4.1.26 The Regional Retrofit Strategy and Action Plan was approved by Cabinet on 25/2/25. An annual update report was taken to Cabinet on 17 March 2026 which provided an overview of the emerging policy landscape as well as an update on the Action Plan. The Housing Retrofit Delivery Group (HRDG) continues to oversee delivery of the actions to accelerate retrofit in the Region. Early work has focussed on the need for a One Stop Shop/ Retrofit Agency to support retrofit delivery, including engagement with the Existing Homes Alliance (EHA) on the development of their 'vision for retrofit support' discussion paper. Members of the HRDG, including GCR PMO and GCC met with Scottish Government on 5 May 2026 to feed into their study into the future provision of retrofit advice, and will continue to liaise with this team going forward.

4.1.27 GCR have completed a review of the impact of the Scottish Government's Area Based Scheme (ABS) Grant Funding. This work has involved MAs completing a survey seeking to understand and map internal process steps for ABS activity across each of the member authorities. The survey results were further explored through a series of interviews with member authority managers to identify and capture best practice. The results were shared with member authorities and it is

anticipated that they will seek to implement changes to internal processes to improve ABS spend in 2026/27

Future Skills Programme

- 4.1.28 The Group Manager – Skills for Glasgow City Region was appointed in May 2026 and has responsibility for progressing the conversation regarding devolution of skills to the Region and leading the design, development and oversight of delivery of funded skills programmes.
- 4.1.29 Stella McManus, Principal and CEO of South Lanarkshire College has been selected as the Chair for Regional Empowerment Skills Workstream. The Group Manager – Skills will act as the GCR Lead for Regional Empowerment. Workstream members are currently being identified, and the first meeting is planned for early August.
- 4.1.30 Activity is underway for the exploratory design phase of the GCR Investment Zone Skills Programme for Advanced Manufacturing and Precision Engineering (AMPE) Skills Programme. Three-weekly meetings have been scheduled between GCR and Scottish Government colleagues.
- 4.1.31 Following the Scottish Parliament General Election in May 2026, conversations are ongoing between GCR, SDS and Scottish Government regarding the funding position for 2026/27 delivery. Ministerial approval of a reduced budget is anticipated, and a revised offering across colleges and Local Authorities will be delivered throughout 2026/27.

Economy and Health Programme

- 4.1.32 The Region continues to promote the Living Wage through the Making GCR a Living Wage Place campaign. As income is a key determinant of health, encouraging more employers to become Living Wage Accredited supports a population with better physical and mental health and creates a stronger, more inclusive economy.
- 4.1.33 Now in year two, a refreshed Action Plan is guiding the work of the Action Group. The Plan also includes targets for the number of newly accredited employers, uplifts in pay for the lowest paid workers as a result of these accreditations, and a goal for the number of Living Hours Accredited Employers. The GCR is also sponsoring an award at the annual Living Wage Awards, to take place in November.
- 4.1.34 In addition, a Summer Intern has joined the PMO to support the Living Wage campaign. Over a 12-week period, the intern has been designing and developing a Living Wage Trail as a promotional tool to support the work. The Trail will then be publicised as a walking route incorporating a number of accredited Living Wage businesses, thereby encouraging support for these employers and promoting the importance of fair pay and good work.
- 4.1.35 GCR remains committed to promoting fair and healthy work with aspirations to establish a good employment charter. Ensuring sufficient capacity and resource is in place will be key to growing a scheme that has the intended impact in relation to changing employers' thinking and behaviour in relation to fair and healthy work practices. The Programme Manager continues to engage in a UK-wide Charters Forum, chaired by Greater Manchester Combined Authority, to share learning and best practice. Work is also ongoing to develop a resourcing strategy for the Charter, ensuring sufficient capacity is in place.
- 4.1.36 Place Based Impact Investing scoping work, with The Good Economy team, has now reported. Aimed at supporting the Region in diversifying funding sources to deliver the goals of the Regional Economic Strategy, the Good Economy team worked with regional partners and stakeholders to explore innovative investment models tailored to the Region's specific challenges and strengths. The final report was presented to Regional Partnership on 13th May, and next steps are being aligned with Invest Glasgow work and priorities.
- 4.1.37 Supported by grant funding from the PMO, the Big House Multibank (now Multibank Scotland), undertook a scoping exercise focused on introducing a multibank model in the Region. Multibanks consolidate surplus essential goods – such as clothing, bedding, toiletries, and household items – into a central distribution hub, enabling trusted professionals to distribute them directly to those in need. This work assessed the potential for a GCR multibank to reduce poverty, strengthen circular economy practices, and contribute to a more inclusive economy. The work has reported and the findings were presented at Chief Executives' Group (June 2026). A pilot phase of a GCR multibank, building on the findings of the scoping study, was launched on 24th June.
- 4.1.38 In response to the Community Wealth Building (Scotland) Act, there is an intention to take a regional approach to forming a Community Wealth Building (CWB) Partnership. The Partnership will include a representative of each of the member local authorities in the Region alongside other partners. The Partnership will be responsible for developing a CWB Plan and delivering on the actions within this

Plan. Early work is underway to establish a representative from each member authority and to explore local approaches to responding to the Act, bearing in mind the need to align local and regional work. It is intended that the inaugural meeting of the Partnership will take place in late September. Paul Manning, Chief Executive of South Lanarkshire Council, will chair, building on his role with the regional Anchor Network

Inclusive Economy Programme

- 4.1.39 Based on a proposal developed by the Intelligence Hub, the PMO are working with Glasgow City Council to design, develop, and deliver the Early Learning and Childcare Challenge Fund. The work builds on learning and experience from a similar programme in Greater Manchester. The Fund will provide targeted business innovation support and grant funding to facilitate innovative ideas designed to address critical challenges for ELC providers. A 'community of practice' is also being established to foster peer networking and support broader learning from the Fund. This work with Glasgow City Council is a pilot, funding nine successful bids, with the intention to extend the Fund to other sectors within the Foundational Economy, and other places within the Region, in due course. The nine projects will run until June 2027, with business innovation support in place throughout. The evaluation of the work is being led by the GCR Intelligence Hub

Green Business Support Programme

- 4.1.40 The ExtendPlus Project, in conjunction with the University of Strathclyde, concluded at the end of March 2025. The project delivered a total of 288 Carbon Baseline Reports from 345 business referrals. An evaluation of the project has also been completed by the GCR Intelligence Hub.
- 4.1.41 A successor project seeking to provide similar support to local GCR businesses is being developed using funding from the Local Growth Fund.

Electric Vehicle and Infrastructure Programme

- 4.1.42 A separate update report on this project will be provided to Cabinet on 18 August 2026.
- 4.1.43 The Invitation to Participate (ITP) and concession notice for the GCR EV Project was published on 22 December 2025. The tender closed on the 3 February 2026 receiving a significant number of responses, which was expected. The evaluation of the ITP responses is now complete, and letters advising the five successful shortlisted suppliers were issued in the w/c 27 April.
- 4.1.44 Work has been ongoing to develop and finalise the ITT procurement documents including the technical specification and the Contract including schedules, with the ITT anticipated to be published in August

Commercial Land and Property

- 4.1.45 Work is continuing on the Strategic Employment Locations study. This work will contribute to Local Development Plan and Regional Spatial Strategy activities and possible future investment programmes in site assembly, masterplanning, servicing, marketing and development.

Inverclyde

- 4.1.46 The PMO and Hub have worked alongside Inverclyde Council in the co-design of an evidence-based programme to address economic inactivity due to ill health in Inverclyde. A costed proposal for a targeted intervention for young people (age 16-24) who have been economically inactive for up to 12 months has been agreed (December 2025). Inverclyde Council is seeking funding to deliver the approach. As a next step, further support focused on economic inactivity will be provided to Inverclyde Council by the PMO and Hub: to be discussed/co-designed.

5. CITY DEAL PROGRAMME STATUS SUMMARY

- 5.1.1 This section of the report provides an overview of the City Deal Programme for:
- Projects' key milestone dates;
 - Programme risks and Programme issues;
 - Change Control Requests for consideration; and
 - an update on progress with the actions within the Annual Implementation Report.
- 5.1.2 The Project Status Summary table at Appendix 1 provides an overview of each City Deal Project's business case stage (through Strategic (SBC), Outline (OBC) and Full (FBC)) and performance status against the key project elements of scope, timeline, finance and benefits realisation.

- 5.1.3 In terms of Infrastructure Programme business case developments:
- of 1 Case for Investment (CFI) to be created, 1 is in progress and this is for the new Clyde Metro;
 - of the 20 Strategic Business Cases (SBCs) to be created, all are now complete;
 - of the 1 Strategic/Outline Business Case (S/OBC) to be created, it is now complete, and this was for the new Enabling Commercial Space regional programme;
 - of the 30 Outline Business Cases (OBCs) to be created, 30 have been approved by Cabinet
 - of the 119 Full Business Cases (FBCs) expected to be developed, 76 have been approved to date.
 - no project is reported at **Red** status;
 - 1 is fully **Complete** - Gartcosh/Glenboig Community Growth Area Project;
 - 2 projects are reporting at **Amber** status which are GCC's Enabling Infrastructure Integrated Public Realm (EIIPR) and **Canal and North Gateway which has moved to Amber from Green due to the delay to the 2 remaining sub-projects at Port Dundas: Dobbies Loan and Pinkston Remediation and Servicing**; and
 - 19 are reporting at **Green**.
- 5.1.4 A position statement, setting out project progress and the issues being faced by projects is set out in Section 12.

6. DELEGATED APPROVALS BY THE DIRECTOR OF REGIONAL ECONOMIC GROWTH

6.1.1 Under the Scheme of Delegation approved by Cabinet in August 2020, the Director of Regional Economic Growth (DREG) has authority to approve Full Business Cases with City Deal funding up to a value of £4.5m.

6.1.2 One FBC has been approved by the DREG in this period and is summarised below.

6.1.3 South Lanarkshire Council – Larkhall Community Growth Area – Larkhall Leisure Centre FBC

Scope:

- Assembly and Leisure [class 11] – 2,383sqm

Timeline:

- Construction Start - August 2026
- Construction Completion - September 2028

Finance:

- Total Cost - £27.8m
- City Deal and Member Authority Contribution - £3.0m
- External and Additional contributions - £24.8m

Benefits:

- Residential Units (HLAA2018.CAPACITY) (New) [no.] – the outputs are supporting 13% of the overall Larkhall CGA target of 1,750 units.

7. CITY DEAL CHANGE CONTROLS REQUESTS (CCRs)

7.1.1 A total of five CCRs have been submitted by the MAs in the period for approval.

7.1.2 3 were rated as Moderate and were approved by CEG on 6 August 2026.

7.1.3 **South Lanarkshire Council – Stewartfield Way Redevelopment Project – 260709_SLC_041 (MA Ref: SFW - EK - CCR3)**

- **Finance Changes:** The Stewartfield Way Project currently has a total approved budget of £30,012,230 against a forecast cost of £30 million, resulting in a minor underspend. Approval is therefore sought to vire £12,230 from the Stewartfield Way Project budget to the Greenhills Road Project to address the shortfall of £12,230 in Greenhills.
- **Timeline Changes:** No impact to time.

- **Scope Changes:** There is no anticipated impact to project scope.
- **Benefits Realisation:** There is no anticipated impact to benefits realisation
- **Reason for the change:** The change is requested to ensure budgets are accurately aligned across projects and to address the identified funding shortfall within the Greenhills Road Project.
- **CCR History:** 2 previous restatements: 2 on time and 1 on scope.
- **Recommendation:** PMO assessment is that the above represents **Moderate Change** due to the proposed virement. **Cabinet is recommended to note that CEG has approved this CCR.**

7.1.4 North Lanarkshire Council – A8/M8 Corridor Access Improvements – Eurocentral Strategic Active Travel (ESAT) – 260709_NLC_059 (MA Ref: A8/M8 ESAT CC 6)

- **Timeline Changes:**
 - Phase 1**
 - FBC submission delayed from June 2026 to September 2026 (+3months)
 - FBC approval delayed from August 2026 to October 2026 (+2months)
 - Award of Contract delayed from September 2026 to November 2026 (+2months)
 - Construction Start delayed from September 2026 to January 2027 (+4months)
 - Construction End delayed from December 2026 to April 2027 (+4months)
 - Phase 2 (or 3)**
 - FBC Submission delayed from January 2027 to July 2027 (+6months)
 - FBC Approval delayed from March 2027 to September 2027 (+6months)
 - Award of Contract delayed from April 2027 to September 2027 (+5months)
 - Construction Start delayed from May 2027 to October 2027 (+5months)
 - Construction End delayed from November 2027 to June 2028 (+7months)
- **Reason for the change:** Programme delays to issue of the Eurocentral Active Travel Phase 1 works tender and associated resource have impacted on progression of the Phase 3 detailed design tender.
- **Benefits Realisation:** Benefits realisation will be delayed by a further 7 months as per the delay to construction end.
- **Finance Changes:** No anticipated change to finance.
- **Scope Changes:** No anticipated change to scope.
- **CCR History:** 10 previous restatements: 9 on time; 2 on finance; 1 on scope and 1 on benefits realisation. Over the course of the City Deal, the construction end has moved from June 2022 (in SBC) to June 2028 (+6 years)
- **Recommendation:** PMO assessment is that the above represents **Moderate Change** due the change in the project timelines. **Cabinet is recommended to note that CEG has approved this CCR.**

7.1.5 North Lanarkshire Council – Pan-Lanarkshire Orbital Transport Corridor – RIA South - New Dual Carriageway Ravenscraig to Motherwell – 260723_NLC_060 (MA Ref: PanLan RAIS CC9)

- **Timeline Changes:**
 - FBC approval delayed from September 2026 to August 2027 (+11months)
 - Award of Contract delayed from September 2026 to August 2027 (+11months)
 - Construction Start delayed from October 2026 to October 2027 (+12months)
 - Construction End delayed from August 2027 to October 2028 (+1 year and 2 months)
- **Reason for the change:** Recent accommodation and enabling works have resulted in the need for additional remediation requirements within Ravenscraig. Packages of design and accommodation works and enabling works including land remediation, land stabilisation and public utilities is progressing, but progress is slower than previously programmed due to procurement, contractor performance and requirement for additional testing and remediation. The updated programme accommodates the additional procurement needed and works required.
- **Benefits Realisation:** Benefits realisation will be delayed by a year and 2 months as per the delay to construction end.
- **Finance Changes:** No anticipated change to finance.
- **Scope Changes:** No anticipated change to scope.

- **CCR History:** 8 previous restatements: 7 on time and 1 on finance. Over the course of the City Deal, the construction end has moved from September 2025 (in SBC) to October 2028 (+3 years and 1 month)
- **Recommendation:** PMO assessment is that the above represents **Moderate Change** due the change in the project timelines. **Cabinet is recommended to note that CEG has approved this CCR.**

7.1.6 Two CCRs were rated as Significant and were noted by CEG on 6 August 2026 with the recommendation for Cabinet to approve.

7.1.7 **South Lanarkshire Council – Newton Community Growth Area - Sustainable Transport Intervention – 260709_SLC_042 (MA Ref: SLC - STI - 001)**

- **Scope Changes:** The change is seeking approval to defer the Sustainable Transport Interventions Project meaning this sub-project will not be delivered within the current overall Newton Community Growth Area project programme. While the overall project objectives remain unchanged, delivery of the sustainable travel interventions will be deferred pending resolution of identified topographical constraints and associated design considerations.
- **Reason for the change:** Topographical constraints have introduced additional complexity to the design and delivery of the project, necessitating further review prior to progression.
- **Timeline Changes:** The project will no longer be delivered within the City Deal programme timeline.
- **Benefits Realisation:** The anticipated benefits and outcomes from this element of the CGA when compared with the overall aggregated package of improvements is minimal and while they will be delayed until such time as the project is reactivated and delivery progresses, not delivering this project will not reduce significantly the overall benefits expected.
- **Finance Changes:** The previously approved virement of £600,000 (CCR ref 210419_SLC_015 and 230816_SLC_0026) to other City Deal projects has reduced the available budget for this project to nil. Expected external funding of £300,000 has also been lost from the project, however, it should be noted that SLC are contributing approximately £3.3m of Additional Member Contributions within Newton CGA and £25.6m for all the CGA's.
- **CCR History:** 1 previous restatement on time.
- **Recommendation:** PMO assessment is that the above represents **Significant Change** due to the deferral of the subproject. **CEG has noted this CCR and referred to Cabinet for approval.**

7.1.8 **North Lanarkshire Council – A8/M8 Access Corridor Improvements – Orchard Farm Roundabout – 260709_NLC_058 (MA Ref: A8/M8 OF CC 9)**

- **Timeline Changes:**
 - FBC Submission delayed from June 2026 to September 2027 (+1 year and 3 months)
 - FBC Approval delayed from August 2026 to November 2027 (+1 year and 3 months)
 - Construction Start delayed from October 2026 to January 2028 (+1 year and 3 months)
 - Construction End delayed from October 2027 to February 2029 (+1 year and 4 months)
 - Formal opening delayed from October 2027 to March 2029 (+1 year and 5 months)
- **Reason for the change:** To reflect delays arisen due to a wider site infrastructure funding gap for the Mossend International Railfreight Park (MIRP) that the developer partnership, who will deliver the roundabout, are working to find solutions for (with coordination support now being provided by Scottish Enterprise).
- **Benefits Realisation:** Following the proposed change to project timeline, a review of the benefits realisation timeline has been undertaken. To align with the 16-month delay to the delivery programme this change request also concerns a corresponding delay to commencement of the benefits realisation stage of the project, from 2027 to 2029. This impacts on the output realisation targets for Construction Jobs (40 PYEs) and infrastructure outputs.
- **Scope Changes:** No anticipated impact to scope.
- **Finance Changes:** The spend profile based on the current approved budget allocation will be amended within Q2 26/27 reporting to reflect the change to programme as above, subject to approval of the change control.

- **CCR History:** 8 previous restatements: 7 on time and 2 on benefits realisation. Over the course of the City Deal, the construction end has moved from March 2021 (in SBC) to February 2029 (+7 years and 11 months).
- **Recommendation:** PMO assessment is that the above represents **Significant Change** due the change in the project timescales. **CEG has noted this CCR and referred to Cabinet for approval noting the condition that no further extensions will be granted to the timeline of the project.**

8. CITY DEAL PROGRAMME RISKS

8.1.1 The Programme Risk Register is at Appendix 3. Updates to mitigating actions are noted in ***bold and italics***. ***RSK 0001 has increased in residual score from Low to Medium***. The Register shows:

- There are 11 Programme risks:
- In terms of risk ratings (residual scoring):
 - 0 risks rated as 'very high';
 - 0 risk is rated as 'high';
 - 5 risks are rated as 'medium'; and
 - 6 risks are rated as 'low'.

9. CITY DEAL PROGRAMME ISSUES

9.1.1 The Programme Issue Log has been updated, and all updates are noted in ***bold and italics*** in Appendix 4. As at 30/7/2026 there were two issues. No issues have changed rating.

10. CITY DEAL PROGRAMME BENEFITS – OUTPUTS, OUTCOMES and COMMUNITY BENEFITS

10.1. Outputs

10.1.1 A full summary of all Outputs is provided at Appendix 5 in Table 5.1. Outputs reported as being delivered and/or added for the programme within the reporting period for Q1 2026/27 are reported in Table 5.2.

10.2. Follow-on Outcomes

10.2.1 A full summary of all follow-on outcomes is provided at Appendix 6 in Table 6.1. Follow on outcomes reported as being delivered and/or added for the programme within the reporting period for Q1 2026/27 are reported in Table 6.2.

10.3. Community Benefits

10.3.1 The Community Benefits data presented below is provisional and may be subject to revision.

10.4. Contracts & Community Benefit Outcomes

MA	Contracts In Development		Contracts Awarded to Date		Total Opportunities*	Opportunities Delivered	Obtained in the Period	Delivered in the Period	Share of Opportunities Delivered
EDC	£0	[0]	£30,138,443	[23]	131	36	15	0	27%
ERC	£0	[0]	£44,630,813	[74]	177	145	0	0	82%
GCC	£20,000,000	[1]	£237,816,382	[97]	973	793	11	10	82%
GCR	£0	[0]	£1,119,408	[6]	20	10	0	0	50%
PMO	£0	[0]	£1,273,333	[21]	4	3	0	0	75%
IC	£3,250,000	[1]	£15,795,938	[16]	37	31	0	0	84%
NLC	£123,000,000	[3]	£46,746,195	[159]	277	200	0	0	72%
RC	£0	[0]	£115,659,939	[64]	244	244	0	0	100%
SLC	£26,150,000	[3]	£60,060,509	[70]	349	228	99	0	65%
WDC	£34,050,001	[2]	£9,749,385	[16]	61	44	2	17	72%
Total	£206,450,001	[10]	£562,990,345	[546]	2273	1734	127	27	76%

*Excludes substituted and abandoned opportunities. Financial Community Engagement counting £1K as equivalent with 1 intervention.

10.5. **Contract Awards**

- 10.5.1 Since 1 April 2026, 2 contracts with a combined value of £4,745,808 were reported as awarded, bringing the total number to 546 with a value of £562,990,345.

10.6. **Contract Completions**

- 10.6.1 A further 2 contracts with a combined value of £6,275,508 were reported on Cenefits system as 'Complete' bringing the total number of contracts reported as complete to 490 with a combined value of £423,224,163.
- 10.6.2 Table 6.3 at Appendix 6 provides cumulative contracts summary for the overall City Deal Programme.

10.7. **Community Benefit Outcomes**

- 10.7.1 In the period between 1 April 2026 and 30 June 2026, the following is reported for community benefit on Cenefits for each outcome category as listed below:
- Overall, the number of available **Targeted Recruitment & Employment** opportunities increased by 30, bringing the total to 387 (exc. Substituted) with 4 additional delivered bringing the total delivered to 310 (80% of all opportunities).
 - Overall, 82 additional **Targeted Skills & Training / Qualifications** were obtained over the period bringing the total to 1109 (exc. Substituted & Abandoned) with 19 additional delivered bringing the total delivered to 755 (68% of all opportunities).
 - Overall, 7 additional **Supply Chain Development** opportunities were obtained with the total of 114 (exc. Substituted & Abandoned) and the number delivered remained at the same level with the total of 90 (79% of all opportunities).
 - Overall, the number of **Qualifications** remained at the same level with the total of 217 (exc. Substituted) and the number delivered increased by 2 to 215 (99% of all opportunities).
 - Overall, the number of **Community Engagement – Non-Financial** obtained increased by 7 bringing the total to 214 (exc. Substituted & Abandoned) and the number of delivered interventions remained at 168 (79% of all opportunities).
 - Overall, additional £1K **Community Engagement (Financial Support)** was obtained bringing the total to £231K (exc. Substituted) and £2K delivered bringing the total delivered to £196K (84% of opportunities delivered).
- 10.7.2 Table 6.4 at Appendix 6 provides full details.

10.8. **Community Benefits Hub**

- 10.8.1 The GCR Community Benefits Hub scheme launched in early September 2024 with three initial councils, East Renfrewshire, Glasgow and North Lanarkshire. In December 2025, Inverclyde officially launched on the live website. South Lanarkshire joined the hub in March 2026 and has fully transferred over. At the end of 2025, Glasgow Health and Social Care Partnership (HSCP) joined the Community Benefits Hub as part of Glasgow City Council.
- 10.8.2 ***The current website management contract will conclude in summer 2027. Following discussion with GCC Procurement, the PMO recommends a two-year extension to the Community Benefits Hub website management contract from September 2027 at a basic cost of £3,300 per annum. This will cover hosting and management of the Hub. A further budget should be set aside, to be determined, for any required development work and for the introduction of Phase 3.***
- 10.8.3 ***The policy for the Community Benefits Hub was approved by the CEG in September 2022 and enables requests to be put forward by schools. As recent discussions with live councils have identified that different approaches are being taken, with some councils not accepting requests from schools, a small change to the formal policy wording will be made, removing reference to schools, and allowing the live councils to take a local approach to this.***
- 10.8.4 In order to ensure there are Suppliers to meet the Requests that are 'Awaiting Match', the GCR PMO and MAs are continuing to engage with Anchor Institutions and public sector partners (known as Phase 2 roll-out).

10.8.5 The following organisations have joined as Phase 2 Organisations:

- The University of Strathclyde (joined June 2025). Projects / contracts which are anticipated to use the CBH for community benefits include the new build of the £30 million Charles Huang Advanced Technology & Innovation Centre (CHATIC) in Glasgow City Centre and the ten-year facilities management contract at NMIS in Renfrewshire.
- SPT (joined April 2026). The Hub will initially be promoted to SPT's top 20 suppliers, with the long-term aim of extending its use across the organisation's full £80 million annual procurement spend.
- Glasgow Life, an ALEO of GCC has confirmed its intention to join, with an average annual procurement spend of around £50 million; and
- Social Security Scotland, the Scottish Government agency responsible for managing devolved benefits, is also keen to join the Hub. Social Security Scotland has an estimated annual procurement budget of £38 million and plans to start with five of the largest suppliers in the first six months and then roll out from there.

10.8.6 The table below shows the significant progress which has been made with approving and facilitating community groups (**416**) and suppliers/businesses (**278**) to access the Hub, with **500** community requests approved to end **June 2026**.

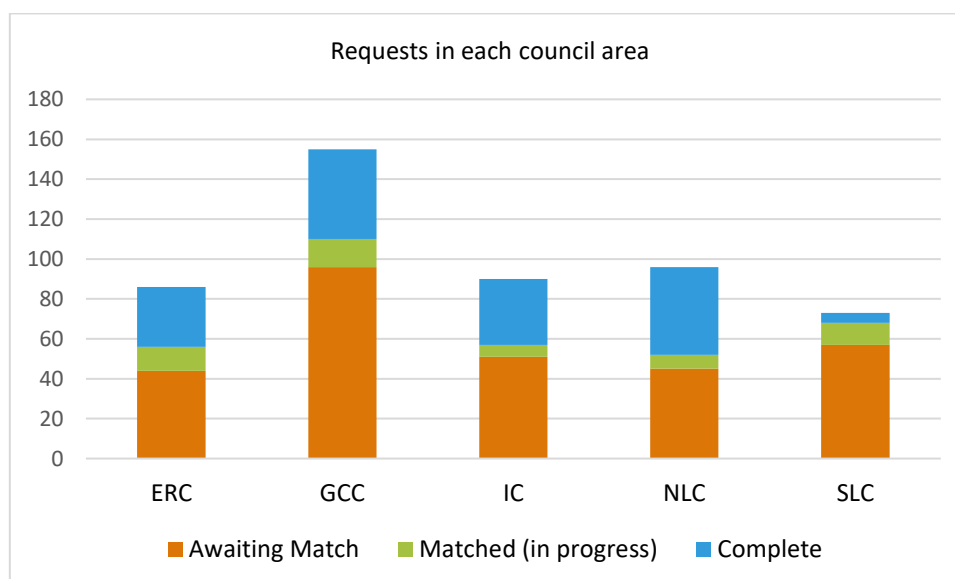
Table: Summary (by Council) to end **June 2026**

	Total (Cumulative)	Total In Q	ERC		GCC		IC		NLC		SLC	
			Total	In Q	Total	In Q	Total	In Q	Total	In Q	Total	In Q
Community Groups Approved	416	114	55	7	170	52	61	2	79	10	51	43
Businesses Approved	278	65	77	12	68	4	42	6	49	7	25	21
Requests Approved	500	183	86	14	155	75	90	14	96	21	73	59

10.8.7 In 2025, the positive progress to date resulted in the Hub being shortlisted for three national awards: at the Social Value Awards, the Enabling Technology and the Public Sector Leadership awards; and at the GO Awards Scotland, the Excellence in Social Value award.

10.8.8 The figure and table below show what stage in the process requests are at in terms of how many Requests for Community Groups in Member Authority area are:

- Awaiting Match: the total number of Requests yet to be matched with supplier.
- Matched: the total number of Requests picked up by a supplier, and of these which are:
 - In Progress: How many of these Matched Requests are currently in progress / being delivered.
 - Complete: How many of these Matched Requests are fully complete / have been delivered. The Community Group fills out a completion form to indicate a Request is complete.



Requests	Total (Cumulative)	Total In Q	ERC		GCC		IC		NLC		SLC	
			Total	In Q	Total	In Q	Total	In Q	Total	In Q	Total	In Q
Awaiting Match	293	-	44	-	96	-	51	-	45	-	57	-
Matched (total)	207	66	42	9	59	20	39	8	51	13	16	16
In Progress	50	19	12	-	14	-	6	-	7	-	11	-
Complete	157	47	30	4	45	13	33	13	44	12	5	5

10.8.9 The table above shows by end of **June** 2026, **157** Requests had been delivered by Suppliers for local Community Groups, with an overwhelmingly positive response, and a further **50** had been Matched and approved with delivery in progress.

10.8.10 Requests delivered in this quarter include (but are not limited to):

- **Practical improvements to community centres:**
 - *new flooring for Neilston Bowling Club;*
 - *Quantity Surveyor support costing a community centre expansion in Coatbridge;*
 - *new shower trays for a facility in Hamilton;*
 - *and a new dishwasher for a community kitchen in Rutherglen.*
- **Support and improvements to outdoor community spaces, including:**
 - *replacement equipment for The Children's Wood outdoor sessions;*
 - *fruit trees for a community orchard in Greenock;*
 - *treating and painting street furniture and planters in Holytown;*
 - *support and volunteer time for a school garden project in Bargeddie;*
 - *and refurbished flower beds in Newmains.*
- **Donation of equipment, including:**
 - *football strips for 15th Motherwell Boys' Brigade;*
 - *accessible furniture and desktop computers for disabled veterans in Lanarkshire;*
 - *laptops for Moodiesburn Community Action;*
 - *iPads for young people to engage with coding;*
 - *and signage and clothing for Port Glasgow Boys' Club.*
- **Food donations and financial support to tackle poverty, including:**
 - *funding for Govan's monthly community meals;*
 - *food costs for Whiteinch Community Shop;*
 - *financial support and food donations for The Pyramid at Anderston's Community Shop and Community Fridge;*
 - *pantry top-ups in Greenock;*
 - *and funding for cookery equipment at Maryhill Burgh Halls Trust to run its first community meal.*
- **Funding for wellbeing and skills, including:**
 - *digital skills support for a mothers' group in Inverclyde;*
 - *a stress management and therapy programme in the Gorbals;*
 - *and a free football summer camp in the East End.*

10.8.11 In order to ensure Matches on the Community Benefits Hub can be delivered as quickly as possible, it was agreed by Cabinet that Requests could be Matched:

- Locally: e.g. an East Renfrewshire Council (ERC) supplier delivers a Request for a Community Group in ERC; and/or
- Regionally: i.e. a Regional Match e.g. where an ERC supplier delivers a Request for a Community Group in a different council area, such as Inverclyde.

10.8.12 The table below shows that, while the vast majority of Matches are 'Local', there have been **24** Regional Matches with details as follows:

- **5** Requests from Community Groups in ERC have been selected by Suppliers registered with another Member Authority area. Suppliers registered with ERC have selected **7** Requests from Community Groups in another MA.
- **3** Requests from Community Groups in Glasgow City Council (GCC) have been selected by Suppliers registered with another MA. Suppliers registered with GCC have selected **11** Requests from Community Groups in another council area.
- **8** Requests from Community Groups in Inverclyde Council (IC) have been selected by Suppliers registered with another MA.
- **2** Requests from Community Groups in North Lanarkshire Council (NLC) have been selected by Suppliers registered with another MA.
- **0** Requests from Community Groups in South Lanarkshire (SLC) have been selected by Suppliers registered with another MA (note that South Lanarkshire Council joined the Hub at the end of the quarter, in March 2026).

No. Received Requests from Community Groups in each area selected by supplier of different MA	ERC	GCC	IC	NLC	SLC
8 'received' in East Renfrewshire, matched by suppliers of:	-	8	0	0	0
3 in Glasgow, matched by suppliers of:	3	-	0	0	0
11 in Inverclyde, matched by suppliers of:	5	6	-	0	0
2 in North Lanarkshire, matched by suppliers of:	0	2	0	-	0
0 in South Lanarkshire, matched by suppliers of:	0	0	0	0	-
Total Regional Matches	8	16	0	0	0

11. CITY DEAL FINANCES

11.1. Actual and Forecast Spend Vs Grant Income and Business Case Approvals

11.1.1 Appendix 7 details the total expenditure per project from the latest Project Status Report as of **30 June 2026**. This is then compared with cumulative projected spend, previous years spend, profiled spend in **2026/27** and the projected spend for **2027/28**. The table also shows the grant received to date, cumulative business case approvals and maximum Govt. grant allocations.

11.1.2 The table shows the £1.134bn from the Scottish and UK Governments incorporating the Member Authorities' contribution. The total projected City Deal spend for the programme is £1.134bn compared with the latest planned funding of £1.133bn. Previous Years Spend for infrastructure projects was **£643.7m**.

11.1.3 The actual spend for **2026/27** to Quarter **1** is **£15.3m** which is **10%** of current year forecasts. Forecast spend for the next financial year, **27/28** is **£168m**.

11.1.4 The cumulative to date spend as at **Q1 2026/27** is **£659.0m**. Funding approved to date totals **£776m** and the cumulative grant allocation to date is **£460m**.

11.2. Grant Claims and Approved Funding Vs Total Available Funding

11.2.1 Appendix 8 displays the grant claims to date totalling **£615.1m**. All Member Authorities have returned their grant claims to the end of Quarter **1 2026/27**. The cumulative value of grant claims received in **2026/27** is **£13.1m**.

11.3. PMO Budget Monitoring

11.3.1 The budget statement, reported in Appendix 9, shows the PMO expenditure budget of **£3.562m** for **2026/27** and an anticipated net deficit for the year of **£0.844m**. This deficit will be offset against prior year balances brought forward of **£3.932m** maintaining a surplus (albeit reduced) for the current year of **£3.088m**. The anticipated deficit results principally from the utilisation of the prior year balances

to keep Member Authorities' contributions at 2022/23 levels (as previously agreed by Cabinet). There is, however, interest on Govt. grants held pending allocation to Member Authorities still to be received and this will offset the deficit and impact on the carry forward into **2027/28**. This has not yet been reflected in the finances shown.

12. CITY DEAL PROJECT UPDATES

- 12.1.1 This section provides information on the progress and status of each the 22 main infrastructure projects/CFI being delivered across the Region. Updates from the previous period are shown in ***bold italic text***.

12.2. Place and Growth Programme (Green)

- 12.2.1 East Dunbartonshire Council's (EDC) £37m (£45m including additional member and external contributions) City Deal funded Place and Growth Programme is designed to enable follow on investment in strategic sites within East Dunbartonshire, to support inclusive growth and access to employment.

- 12.2.2 The Programme consists of two sub-projects:

- The Westerhill Development Road (WDR), will complete the route through East Dunbartonshire and Glasgow North, improving connectivity and unlocking strategic development sites to enable follow on investment. The WDR plays a key role in improving linkages between the wider City Region, Westerhill, Bishopbriggs and Auchinairn.

A masterplan for the Westerhill area to redesignate land for employment use has been adopted under the Council's LDP2 as Westerhill Regeneration Area (WRA) planning guidance and is a material consideration for any future development applications.

Key activities in this period include: The handover of land to EDC is ***now complete*** and site ***mobilisation commenced in March 2026 (ahead of the scheduled start of May 2026), including the site compound establishment; Utility service diversions C4 quotes received and currently within budget*** (SPEN remain a high-risk utility provider); ***the Scheduled monument consent application has been submitted and is in progress. Updated agreement from Planning that this consent application is not a pre-commencement condition; a licence for temporary works is required (in advance of this licence being approved, works are allowed within an area of 5Ha). The discussions are ongoing and consent is expected by 31/7/26. Road construction consent is also in process and is expected by 31/7/26.*** There is ongoing engagement with Planning and internal consultees to continue the process of discharging pre-commencement condition. Key activities in next period will focus on: ***the breaking ground media release is due to take place over the summer months with local councillors in attendance; outstanding consents to be concluded; and conclusion of all pre-commencement activities.*** Key activities in this period related to the follow-on development at Westerhill Regeneration Area (WRA) were: ***further development of the councils promotional materials for inward investment, including new drone photography for inclusion in pop-out webpage; the "Invest in East Dunbartonshire" webpage set up in coordination with Corporate Comms and is now live at www.eastdunbarton.gov.uk/Invest-ED includes a contact email address, managed across Place and Business Development Service; Working with Invest-Glasgow team, Westerhill Regeneration Area included in the Glasgow 2026 Pitchbook under industrial sites portfolio;*** The Active travel network at WRA is being progressed via other funding streams:

- ***Active Travel Investment Fund (ATIF) WDR to Torrance Roundabout - £46k secured for RIBA 0-2 design work.***
- ***Active Travel Investment Fund (ATIF) Westerhill Road: £90k funding secured for RIBA 0-2 design work. Further application submitted to ATIF to develop RIBA 3-4 design, during 26/27 (awaiting decision).***

Next period will focus on further development of WRA Marketing plan to promote the area for investment.

- Bishopbriggs Town Centre Civic Space - the aim of the project is to create a vibrant town centre, with a high-quality environment, enabled through regeneration including enhanced accessibility and improved public realm. An important element of the project will be establishing opportunities to improve networks across the towns existing commerce, industry and environment assets. The Project will provide a large, flexible space for community, business, and small enterprise events with the aim of attracting investment from further afield.

Key activities in this quarter include: ***the ground lease has concluded with Morrisons and EDC have entered into a 175-year lease of land for the Civic Space; the maintenance and Access agreement with St Matthews Church has been signed; the project started on site in May 2026.***

Key activities in the next period include: continued engagement with stakeholders and businesses and local community groups to promote usage of the Civic Space; ***and procurement of contractors/Project Director/Design support roles for delivery of A803 Balmuirdy Rd Junction Signalisation.***

- ***A803 Corridor Improvements - Improvements to the A803/Balmuirdy Rd Junction were identified in the A803 Corridor Improvements Project, previously part of the Place and Growth Programme that formed East Dunbartonshire Council's part of the Glasgow City Region City Deal. The A803 Corridor Improvements Project was a collaboration between the Council, Strathclyde Partnership for Transport (SPT) and Glasgow City Council (GCC) and identified a wide range of interventions including bus lanes, cycle lanes and footway widening. Through the development of the Outline Business Case for the wider Place and Growth programme, affordability challenges resulted in the deferral of the A803 project from the City Deal programme, with the other two elements (Westerhill Development Road and Bishopbriggs Town Centre Civic Space) advancing to Full Business Case (FBC), which was approved in February 2026.***

The deferral of the A803 project was confirmed at the Council meeting in April 2024. It was agreed that A803 improvements would now be delivered outwith the City Deal programme. The A803 Corridor Improvements Project was deferred from City Deal, having concluded RIBA stage 2 level design, which included a delivery plan for the various individual improvement locations along the route, with suggested potential funding routes for each improvement.

In August 2025, the Council was granted SPT Bus Infrastructure Funding for 2025/26 to be spent on improvements that would improve bus journey times and reliability. This funding was used to further develop design options at the A803/Balmuirdy Rd Junction. The further design work on the junction took designs to RIBA 4 (Technical Design), developing detailed drawings and cost estimates. This stage of design is expected to conclude in May 2026. In February 2026, SPT requested applications for the SPT Capital Programme funding, that included infrastructure improvements that prioritised bus travel, including the type of measures in the A803/Balmuirdy Rd Junction project. Officers submitted a successful application for SPT's Capital Programme for the construction of works at Balmuirdy Rd with estimated costs of £359,000 to be delivered in FY 2026/27.

12.3. M77 Strategic Corridor Programme (Green)

- 12.4. East Renfrewshire Council's (ERC) £44m (£61m including additional member and external contributions) City Deal funded M77 Strategic Corridor Programme consists of six sub-projects aiming to support the planned growth of Newton Mearns and the regeneration of the town of Barrhead. A review of the overall programme was approved by GCR Cabinet on 7 December 2021. The paper delayed the Levern Valley Link project until a later date and reallocated the funds between the three remaining subprojects.

- The Full Business Case for a Balgray Station project on the Glasgow to Neilston line with capacity for a bus interchange and associated car parking was approved by CEG September 2024. The railway station will serve the existing community, and a new residential community proposed at Barrhead South, providing a sustainable transport solution for all residents. It will also provide easy and direct access to the Dams to Darnley country park where new and improved visitor facilities are improved. proposed and where the tourism offer will be. ***Works are almost complete well ahead of the programme and the station is expected to open to passenger trains on Sunday 27 September 2026.***
- The FBC for Aurs Road Realignment Project was approved by CEG on 25 October 2023. Works began on site in January 2024. The project includes road realignment, replacement of a weak bridge to allow a bus route along this corridor and provision of pedestrian/cycle promenade along Balgray reservoir. The straightening of a section of road releases land to develop the Dams to Darnley/Balgray Visitor Facilities Project which will follow on post completion. The project also includes a separate Scottish Water work to minimise future disruption on Aurs Road. ***The road was formally opened to road traffic on 29 May 2026. The Active Travel Route (ATR) and third part reinstatement work remain ongoing. Review of quality issues,***

defects and logistical issues is ongoing, and ERC are taking a proactive management approach to mitigation. Ongoing compensation event resolution is in line with NEC3 contract.

- The Dams to Darnley/Balgray Visitor Facilities, development is interdependent on Aurs Road realignment and any slippages during the project development, tendering and construction periods. Vehicular access to the Visitor Facilities will be taken from Aurs Road, the upgrading of which is also being financed through City Deal. The design will be such that it can easily be changed or adapted to meet future changes in vision or accommodate future phases of development as requirements change and funding becomes available. OBC was approved November 2024. Initial design work has been completed. The Visitor Centre site is currently in use as a site compound as part of the Aurs Road Project and is inaccessible for site investigations. The final cut and fill of the site location is one of the last works activities on the Aurs Road Project Programme of Works. The contract for the next phase of design and business case development **has been signed and is due to commence in Q2 26/27 with a pre-start meeting scheduled for early July 2026**. A CCR will be submitted in Q2 26/27 to restate milestones as the revised programme is required from the designer/contractor for accuracy.

12.4.1 The following projects are **Complete**:

- The Levern Works Project in Barrhead saw construction completion in May 2016 of 843sqm of new workshop space in 10 business units at Crossmills and the completion of remediation and preparation of a 0.93-hectare brownfield site at the former Nestle Purina factory, with a development agreement now in place for a mixed-use scheme on the bulk of the former Nestle site. **These units have had 100% occupancy for about 90% of their existence, but in the last quarter occupancy dropped to 90% however the empty unit has now been let and will be occupied going forward bringing the occupancy back to 100%.**
- Construction work on the Business Boost Project is also complete, with enhanced facilities at The Foundry, Barrhead and a new build business centre at Greenlaw Works, Newton Mearns. While Greenlaw was completed mid-March 2019, the business centre remained closed due to Covid until September 2022 with formal opening following in February 2023. The centre provides high quality office accommodation to meet a growing local demand, helping to stimulate economic growth and create opportunities for start-up and small to medium sized businesses to develop and grow within East Renfrewshire. The 20,000sq.ft building, located adjacent to Junction 4 of the M77, comprises 35 office suites, meeting rooms, breakout areas, a co-working lounge, parking and a Business Gateway presence onsite. Since opening in September 2022, **occupancy has steadily grown, the building is at 100% occupancy with a diverse range of businesses including finance, law, architecture, marketing and logistics, the building is now managed in-house by ERC.**
- The Balgraystone Road Realignment Project completed on site in October 2020 and opened to the public. The project provides improved access to the new Balgray Station, facilitates the development of Barrhead South Strategic Development Opportunity providing new residential development, and provides improved access to Dams to Darnley Country Park. The project creates a new signal-controlled junction where Balgraystone Road meets Springfield Road, a new realigned section (approx. 500m) of fully lit two lane carriageway (converted from a single-track country road), adjacent new public footway and cycle facilities, and a new access road and bus turning circle to provide access to future development sites and provide the infrastructure to attract a local bus service along the route.

12.5. Canal and North Gateway Project (**Amber**)

- 12.5.1 Glasgow City Council's (GCC) £99m (£198m including additional member and external contributions) City Deal funded Canal and North Gateway Project seeks to regenerate an underutilised, neglected and disconnected area on the edge of the city centre to a vibrant new city neighbourhood, with new sustainable residential communities at Sighthill and Cowlares and a reinforced cultural community at Speirs Locks, complemented by a mixed-use commercial core at Port Dundas around the canal. This project includes several very different interventions across 9 sub-projects varying from site remediation and development, construction of new bridges, pedestrian and cycling infrastructures, street lighting, junction upgrading and drainage infrastructure.

12.5.2 Seven sub-projects are Complete:

- Sighthill Remediation Contract 1 (FBC 1): Full scope has been delivered as per the FBC.

- Sighthill Contract 2 (FBC 2): Full scope has been delivered per the FBC. The contractor is currently rectifying defects.
- Cowlairs Bridge and Port Dundas 100 Acre Hill (FBC 3): Full scope has been delivered per the FBC. Meanwhile use, as defined in 100 Acre Hill grant agreement, for benefits realisation continues to be progressed.
- North Glasgow Integrated Water Management System (NGIWMS) (FBC 4): Full scope has been delivered per the FBC-
- North Canal Bank Street and Speirs Locks Landscape Link (FBC 5): Full scope has been delivered per the FBC. All road closures reinstated. Project defects continue to be managed by contractor and technical services.
- Speirs Locks Garscube Toll and Links (FBC 6): Full scope has been delivered per the FBC. Awaiting as built information to update benefits.
- Sighthill M8 Pedestrian Bridge (FBC 7): Full scope has been delivered per the FBC. M8 Bridge official opening to the public was 24 March 2023. Final accounts agreed and paid. Project Manager monitoring the defect works. Lessons learned meeting held.

12.5.3 **2 sub-projects awaiting FBC submission are:**

- Port Dundas: Dobbies Loan; Technical design is nearing completion with the main focus on the lighting element. Once finalised it will be passed to Transport Scotland for approval. Traffic modelling has now been completed. Design resources being focused on Avenues work has contributed to this delay. The FBC is delayed (was expected for approval in December 2025) and GCC will work with the project lead to obtain **certainty around design and resourcing** so a CCR can be submitted in Q2 26/27. **The FBC is expected to be delayed to October 2026.**
- Port Dundas: Pinkston Access and Remediation; the project's scope is to improve the street scape from Dobbies Loan to North Canal Bank Street to create a continuous, attractive route from City Centre to the Canal and North area and to support the regeneration of the area. **The project team is investigating ways to take this project forward. Material changes have been proposed and will require Cabinet approval via CCR in Q3.** The FBC submission in December 2026 **is likely to be delayed.**

12.5.4 As noted within Revision 10, to ensure that the Programme can continue to progress within the limits of the City Deal funding allocation, sub-projects had to be identified for deferral. The following CNG project has been deferred:

- Cowlairs: Remediation & Servicing and Cowlairs Link which had previously been merged.

12.5.5 The Revision 10 changes to the projected cumulative City Deal spend took effect in Quarter 4 24/25 once the Inflation Fund values were approved. Council officers will continue to explore alternative funding opportunities for development and delivery of deferred projects.

12.6. **Collegelands Calton Barras (Green)**

12.6.1 Glasgow City Council's £27m (£31m including additional member and external contributions) City Deal funded Collegelands Calton Barras (CCB) Project has six sub-projects which focus on: improving accessibility and connections to the City Centre and beyond; remediating sites that have been derelict or vacant to attract development to the area; and build on existing regeneration activities to improve the quality of place.

12.6.2 Four sub-projects are Complete:

- Calton Barras Action Plan - Barras Public Realm Phase 1 (FBC 1): Full scope has been delivered as per the FBC.
- Meat Market Site Remediation (FBC 2): Full scope has been delivered as per the FBC. In total 3.4Ha Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register (Ha) and 252 flats agreed with Home Group to be built on Meat Market Site.
- Calton Barras Action Plan - Junction Improvements (FBC 3): Full scope has been delivered as per the FBC.
- Meat Market Roads and Infrastructure (FBC 4): Wellpark Link – This project connects the former Abattoir Site to Collegelands to improve environmental conditions and encourage future investment. This includes a widened pedestrian footpath, quality paving, raised pedestrian crossings and new lighting. The project is now complete, and the outputs have been recorded.

12.6.3 Two remaining sub-projects are in development. Updates noted as follows:

- Meat Market Public Realm and Listed Structures (FBC 5): Meat Market Trust business plan received. Funding award from National Lottery Heritage Trust has been confirmed. Approval granted by delegated authority for this FBC on 1/11/2024. Staff are working closely with the Meat Market Trust to deliver, monitor and evaluate the project. Subsidy control assessment now lodged, and licence granted for site investigation. The lease has been agreed, and the grant agreement was reviewed and returned for further amendments. ***It is now with GCC's Legal Services.*** It will be signed in due course.
- High Street: Public Realm and Connectivity: Project is progressing through RIBA Stages; the avenue design is currently at RIBA Stage 4. ***The decision has been taken by City Deal Executive Group (CDEG) on 10 June 2026 to withdraw the offer of grant to Network Rail for the facade treatment and continue with public realm and active travel works only as part of this project. A CCR to restate scope and timeline will be submitted in due course.***

12.6.4 No projects from the Collegelands Calton Barras sub programme were deferred as part of Revision 10.

12.7. City Centre Enabling Infrastructure Integrated Public Realm (Amber)

12.7.1 Glasgow City Council's £123m (£152m including additional member and external contributions) City Deal funded City Centre Enabling Infrastructure Integrated Public Realm (EIIPR) is a quality place-making project that will transform 12 key streets and adjacent areas (or "Avenues") in Glasgow city centre through the introduction of an improved external environment that will rebalance traffic modes, introduce green and SMART infrastructure, and place "people" firmly at the heart of the project vision and design strategy. The EIIPR project will deliver over 11Ha of new public realm, over 7Ha of enhanced public realm, over 5km of new and enhanced cycle tracks, over 9km of new and enhanced walkways, and significant investment in blue/green infrastructure. EIIPR consists of 11 sub-projects.

12.7.2 Four sub-projects are Complete:

- Sauchiehall Street Avenue Phase 1 (FBC 1): Full scope has been delivered as per the FBC. The project has delivered 800sqm of Blue Green Infrastructure, 1.95Ha of Public realm has been created, 5 Junctions improved and 1Km of Road has been enhanced; and
- Intelligent Street Lighting (FBC 2) (ISL): Full scope has been delivered as per the FBC. The project has delivered 3,300 LED lamps managed by a CMS system.
- Holland Street / Pitt Street (FBC 3): Contract has been completed in accordance with the FBC and approved Change Controls.
- Sauchiehall Street Precinct & Cambridge Street (FBC 4): Contract has been completed in accordance with the FBC and approved Change Controls.

12.7.3 Projects currently under construction/awaiting construction start are:

- Argyle Street West (M8 Kingston Bridge to Union Street) (FBC 5): the contract was awarded by Glasgow City Council Contracts & Property Committee on 1st February 2024. Site started on 13 May 2024. Works are progressing along the south side of the street under the Hielanman's Umbrella and on the north side of the street between the Kingston Bridge and Douglas Street. Project is expected to complete following ***the 2026 Commonwealth Games that are being hosted in Glasgow*** (previously April, then May 2026). Delays experienced due to Central Station/Union Street fire and water main leaks caused by Scottish Water. Project Teams are continuing to work closely with the Council's Traffic Management and Roads Operations teams to accommodate traffic requirements arising from road closures associated with the Central Station / Union Street situation which has changed the progress of work.
- Kyle Street / North Hanover Street (FBC): FBC was approved at the CEG meeting on 27 March 2025, and contractor was awarded following this approval. Construction started at the end of May 2025. Progress is being made on both Kyle and North Hanover Street with footways and raingardens completed. ***The project is experiencing some issues due to the closure of Cathedral Street due to the emergency sewer repairs and subsequent road resurfacing by GCC***
- George Square & Surrounding Avenues (FBC 6): As noted in Revision 10, 2 separate Avenue sub-projects (St Vincent Place Phase 1 and George Steet Phase 1), which are adjacent to George Square, have been merged to allow the procurement of a single contract; this is now

re-titled George Square and Surrounding Avenues. The FBC for this project was approved by CEG on 14 May 2025 and the contract awarded also on this date. Substantial construction progress is being made. The granite slabs and paving have been laid. ***The carriageway works and tree planting is commencing. Carriageway works on the North side are nearing completion with carriageway opening at the end of June in line with the phased reopening approach. Contractors continue to lay sets and tree planting in the square is complete. The Sir Walter Scott statue cleaning and repair works are substantially complete, with the top half of scaffold removed. Work at the western end of the Square is due to be complete at the end of August with an event planned for early September 2026 to welcome Glaswegians back to George Square and surrounding streets to mark completion of the western section.***

- Stockwell Street (previously Glassford St/Stockwell Street): The FBC was approved by Delegated Authority on 19 December 2025. The construction start was programmed for March 2026, however this has been temporarily paused ***until an anticipated construction start of August 2026*** and is being continuously monitored by the Council's Traffic Management and Roads Operations teams to accommodate traffic requirements arising from road closures associated with the Central Station / Union Street situation which has changed the progress of work. Weekly TROs are being produced to accommodate traffic diversions.
- Argyle St East (Union St-Glasgow Cross): The FBC was approved at CEG 12 Feb 2026. ***The project was on site in mid-June 2026 with works starting on the precinct area.***

12.7.4 The remaining sub-projects (see below for details and anticipated FBC approval dates) will be delivered as part of the Revision 10 programme:

- Clyde Street – November 2025 (a CCR is expected to restate milestones); this project has been delayed however it is moving through design stages, with an anticipation to publish the tender in the coming months to allow a late summer site start following the Commonwealth Games.
- Broomielaw – November 2025 (a CCR is expected to restate milestones); this project has been delayed. Progress has been made through RIBA design stages, however details are still under discussion with NRS Senior Management Team, SPT and transport companies.
- George Street Phase 2 (Montrose Street to High Street) – August 2026.

12.7.5 Sub-projects that were identified for deferral are as follows:

- Underline Phase 2 (New City Road);
- John Street;
- St Enoch Square/ Dixon Street;
- Hope Street;
- St Vincent Street Phase 2;
- Cathedral St and Bath Street East;
- Glassford Street
- IFSD West; and
- Elmbank Street and Elmbank Crescent.

12.7.6 Council officers will continue to explore alternative funding options for these deferred projects.

12.8. Metropolitan Glasgow Strategic Drainage Partnership (**Green**)

12.8.1 Glasgow City Council's £40m (£51m including additional member and external contributions) City Deal funded Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) Project aims to address a lack of investment in the drainage infrastructure by either removing hydraulic constraints, reducing water entering the sewer system and therefore helping to create drainage capacity and reduce flood risk. Creating capacity in this way will allow new areas of development and regeneration to be brought forward and connect to the drainage system without increasing flood risk to the City. There are 11 drainage projects, including Camlachie Channel Improvement and nine Surface Water Management Plan (SWMP) interventions across the City. Details of the activity underway to deliver the follow-on investment as a result of the City Deal investment requires to be provided by GCC.

12.8.2 Eight sub-projects have reported their Scope Complete:

- Camlachie Burn (FBC 1);
- Cardowan SWMP (FBC 2);

- Hillington/Cardonald SWMP Phase 1: Moss Heights/Halfway Community Park (FBC 3);
- South East Glasgow SWMP (FBC 4);
- Garrowhill/Baillieston SWMP (FBC 5);
- Drumchapel SWMP (FBC 6);
- Hillington/Cardonald SWMP - Phase 2 (Queensland Gardens) (FBC 7): Audit Scotland are using the delivered works as a climate adaption case study; and
- Hillington/Cardonald SWMP - Phase 3 (Penilee) (FBC 8).

12.8.3 No sub-projects are currently under construction for the MGSDP project.

12.8.4 Revision 10 was approved at Glasgow City Region Cabinet on 5 November 2024 and confirms updated milestones for FBCs due within the next 12 months as below. Finance impact continues to be assessed.

- Eastern Springburn SWMP - Design works continuing, and budget expected to be fully spent. Project remains committed to deliver scope that will be fully defined within the FBC. Timeline is reporting at Amber to reflect the expected delay to submission of the FBC (CS was due to start in late February 2026). Due to the Wheatley Group now aiming to re-visit the wider Red Row masterplan, there is a requirement to now review the earthworks strategy and any consequential effects upon the location of SUDs provision. A CCR **was submitted and approved restating FBC approval to February 2027.**
- High Knightswood/Netherton SWMP - Project remains committed to deliver scope that will be fully defined within the FBC. A CCR **was submitted and approved, restating FBC approval to August 2027.**
- Cockenzie Street SWMP is a 3rd party grant award to Scottish Water. Project remains committed to deliver scope that will be fully defined within the FBC. The opportunity is for the Council to contribute funding to the core Scottish Water project to provide additional flood storage in Barlanark Park with the associated benefits of creating capacity on the Camlachie Burn downstream from the park. Design works continuing, and budget expected to be fully spent. A CCR **was submitted and approved, restating FBC approval to April 2027. Work is progressing with Scottish Water towards FBC submission.**

12.9. Clyde Waterfront West End Innovation Quarter (Green)

12.9.1 Glasgow City Council's £121m (£124m including additional member and external contributions) City Deal funded Clyde Waterfront West End Innovation Quarter Project aims to regenerate the Clyde waterfront as an attractive urban quarter that supports high value-added industries and maximises the economic potential of the University of Glasgow and the Queen Elizabeth University Hospital. There are eight thematic headings each of which has further sub elements. Many of the most significant sub-elements are currently progressing with design stages and/or negotiating with key partners/stakeholders.

12.9.2 Eight sub-projects are Complete:

- Central Govan Action Plan (CGAP): Govan Public Realm (inc. Active Travel South) (FBC 1); - adjacent to key heritage assets such as Govan Old, the Pearce Institute and Govan War Memorial and including links to South Bank.
- CGAP Commercial Floorspace Development Deficit Funding 2 (Govan Old Parish Church - Lower Ground Floor) (FBC 2); - the project converted vacant lower ground floor of Govan Old Parish Church. Grant award to Govan Heritage Trust.
- Improving Connectivity between GU and QEUH - Active Travel Route (North) (FBC 3);
- Access and Integrity of Waterfront - Tradeston Bridge Refurbishment (phase 1) and Tradeston Links (phase 2) (FBC 4) – scope complete.
- Central Govan Action Plan Project:-Developing the Economic Role of QEUH and Adjacencies - Development Deficit Funding 2 / Central Govan Action Plan - CGAP Development Deficit Funding – Commercial Floor space 1 (Water Row Grant Award) (FBC 6): Scope complete as defined within FBC. All residential units handed over to Govan Housing Association; all six ground floor commercial units have tenants agreed.
- Govan-Partick Bridge (FBC 5): which is a pedestrian/cycle crossing, improving the connectivity between Glasgow University and the Queen Elizabeth University Hospital (QEUH). The bridge formally opened to the public on 7 September 2024. Project is within its contractual 'Operation and Maintenance' period until September 2026. All site acceptance testing signed off in January

2025; very positive levels of pedestrian and cyclist usage recorded. May 2025 saw the one millionth crossing since opening.

- The Developing the Economic Role of Glasgow University including: Byres Road Public Realm Phase 1 (FBC 7). This project delivers active travel and public realm infrastructure. The final small section of public realm has now been completed and FBC outputs are now being reported.
- Developing the Economic Role of QEUH and Adjacencies - Clyde Waterfront Innovation Campus (CWIC) Phase 1: The FBC was approved by Delegated Authority in March 2026. This project will retrospectively award grant funding to the University of Glasgow in relation to enabling the delivery of the new Health Innovation Hub (HIH) in Govan. The HIH formally opened on 5 March 2026.

12.9.3 Projects currently under construction are:

- Developing the Economic Role of Glasgow University - Byres Road Public Realm Phase 2 (FBC Addendum) (FBC 8): FBC Addendum was approved by CEG in March 2025. Contract has been awarded and construction began in early August 2025 (working north from completed Byres Road Public Realm Phase 1 works boundary). Good site progress is being maintained ***on a northern sectional basis. The contractor will finish up for Glasgow Fair on Friday 17 July 2026 and return to site on Monday 3 August 2026. Construction end on track for late spring 2027.***

12.9.4 Sub-projects with FBC in development are:

- Access and Integrity of the Waterfront - Custom House Quay / Access and Integrity of the Waterfront - Carlton Place: The FBC is expected to be approved at the December 2026 CEG as per Rev.10. The project is within the pre-tender design stage ***with RIBA Stage 4 concluding. The procurement route discussion with CPU is ongoing and there is ongoing progress with external project partners and stakeholders.***

12.9.5 Formal withdrawal of the Windmillcroft Quay sub-project was confirmed as part of approval of the updated Rev. 10 Programme. Subprojects that were identified for deferral are as follows:

- Developing Economic Role of SEC – Finnieston Link
- Investing in the Strategic Road Network to Unlock Development (M8 Jct.19)

12.9.6 The Revision 10 changes to the projected cumulative City Deal spend took effect in Quarter 4 once the Inflation Fund values were approved.

12.10. **Inchgreen Project (Green)**

12.10.1 Inverclyde Council's (IC) £10m City Deal funded Inchgreen Phase 1 Project is a regeneration project providing utilities and works at the Inchgreen deep-water quay and the surrounding industrial land. The 10.77 ha site is bordered by the River Clyde in the north; the A8 trunk road in the south which links to the M8, Glasgow Airport and Scotland's motorway network; James Watt Dock in the west; and the Inchgreen Drydock in the east. The Strategic Business Case sets out plans to deliver a site for multiple users with an emphasis on marine engineering or marine related activities. The Outline Business Case was agreed by Cabinet on the 1 June 2021. Inchgreen Ph.1 FBC was approved by CEG in March 2022. Peel Ports and the Council have entered the Joint Venture company Inchgreen Marine Park has been set up and registered with Companies House. A change control request was approved at by Cabinet to release funding to allow the purchase of AP Jess site. This improves the marketability of the site. The site is now operational with quay wall being used commercially and there is a lot of commercial interest in the site.

12.10.2 As a result of the approval of the reallocation of Glasgow Airport Access Project funds, Inverclyde Council has received approval to develop a New Local Project at Inchgreen currently being named Inchgreen Phase 2.

12.11. **Ocean Terminal (Green)**

12.11.1 Inverclyde Council's £10m (£20m including additional member and external contributions) City Deal funded Ocean Terminal Project provides a new Cruise Line Terminal including a berthing facility, state of the art visitor centre, gallery and restaurant to boost the number of cruise ship passengers welcomed to Scotland through the facility operated by Peel Ports.

12.11.2 The marine works were completed in September 2020. The first cruise passengers started utilising the building and Scotts Greenock opened in June 2023 with the formal opening of the building took

place on 25 August 2023. The George Wylie Foundation opened in April 2024. In addition, Peel Ports has officially unveiled their new 'ship to shore' cranes, an investment of £25m in the Port of Greenock which builds upon the Ocean Terminal investment and is linked to the ability to increase the capacity of the Port through the relocation Cruise Ships to Ocean Terminal. The project OBC estimated that over 150,000 passengers could pass through Greenock Ocean Terminal (GOT) delivering £26 million in annual visitor and crew spend to the Scottish economy. A new cruise lease has since been completed for GOT to allow use all year round which will bring 400k passengers to the terminal and GCR.

12.12. Inverkip Project (Green)

Inverclyde Council's £4m City Deal funded Inverkip Project involves upgrading of key transport network capacity on the A78 at three locations in and around Inverkip, the development of a new commercial and residential district and the regeneration of vacant and derelict land. The project will facilitate a 650 mixed-use housing development on the former Inverkip Power Station site. Scottish Power has now committed to the project and developing the site by 2041; planning permission in principle was granted in January 2022; The Council is working with Balfour Beatty to do this. The OBC was approved by Cabinet in November 2023. The Council has worked with Balfour Beatty to finalise the design for the junctions, with changes being made to the Brueacre junction, moving from a signalised roundabout to a T junction, agreed in consultation with Transport Scotland. All works are now complete including Transport Scotland follow on work to improve surfacing on the road.

12.13. A8/M8 Corridor Access Improvement Project (Green)

12.13.1 North Lanarkshire Council's (NLC) £7m City Deal funded A8/M8 Corridor Access Improvements Project will deliver components aiming to enhance connectivity and improve employment and business access to key strategic employment sites from Newhouse to Bargeddie. A8/M8 Corridor Access Improvements OBC (including Orchard Farm Roundabout and Eurocentral Strategic Active Travel) has been approved on 30 August 2022 Cabinet.

12.13.2 This project consists of two sub-projects:

- Orchard Farm (OF) Roundabout - the City Deal element of the project provides a £2.1m funding contribution to the construction of the junction/roundabout by the developer through a funding agreement which will set out the milestones for the delivery of the Mossend International Railfreight Park (MIRP) and conditions of funding and the delivery of agreed outputs and defined benefits. The New Orchard Farm junction will provide safe and efficient access for commercial operators to the A8 at these sites and for residents and others to access employment. It is therefore recognised by the key stakeholders as vital to securing commercial development interest and associated growth potential in these sites. ***Scottish Enterprise is now involved in coordinating discussions between all relevant parties including NLC on potential solutions for bridging this funding gap and unlocking the infrastructure investment. In parallel, the developer continues to progress discussions with Transport Scotland on a value engineering solution for the junction which would continue to be on land within the developer's and Transport Scotland ownership. This has received positive initial feedback from TS and would have cost and delivery efficiency benefits for the developer as well as presenting a more sustainable construction solution. Further discussion is however required with the developer on this proposed solution as it does not open up access to sites to the north of the A8 as well as to the south. A Subsidy Control Principles assessment for the alternative solution is being considered, but has not yet progressed until further clarity is available on the wider site infrastructure. Scottish Enterprise is coordinating meetings with representatives of the developers and other key parties including NLC with an interest in unlocking development at the MIRP site, relating to wider site infrastructure funding gap matters. A bid to the Strategic Sites Accelerator programme has been submitted by MIRP to assist with this matter, and feedback on the bid is awaited. Scottish Enterprise is also investigating other capital funding solutions that may be available. The developers have been reminded of the critical importance of the City Deal funding deadline for construction of the roundabout junction and the urgent need for an updated delivery programme. NLC will continue to work with the developer on this.***

Scottish Enterprise is also taking internal legal and subsidy control advice with regards to supporting the junction and potential wider site road infrastructure. Progress in **Q1 26/27** focussed on: continuing dialogue with the MIRP partnership and their consultants and establishing discussions with Scottish Enterprise on possible solutions for the wider site

infrastructure funding gap **and delivery plan for the roundabout**. Action will focus on the following in **Q2 26/27**: continue dialogue with the MIRP partnership group **to confirm the funding strategy and delivery plan for the roundabout junction**; further discussions on programme for procurement and construction start/end of the **roundabout**; obtaining updates on investment opportunities and funding for site wide infrastructure within MIRP; further discussions with Scottish Enterprise. The Detailed Design and Contract Document Preparation stages of the project are in progress, being led and delivered by the private sector partnership. **A Change Control Request (A8M8 OF CC9) has been submitted to take into account the stalled progress on the developer's junction delivery plan and reflecting the ongoing discussions now being coordinated by Scottish Enterprise on a funding strategy for both the roundabout and wider site infrastructure. A benefits realisation timeline change control (A8M8 OF CC10) has also been submitted to realign the benefits profile with the revised infrastructure delivery timeline. Both Change Control Requests have been progressed together as an individual CCR by the PMO.**

- Eurocentral Access Infrastructure – this comprises 10km of new Active Travel routes that connect local communities with key employment destinations across the A8/M8 corridor such as Maxim, Eurocentral and Newhouse. Importantly, the routes create links from Whifflet Train Station and Bellshill Train Station through local communities to the investment corridor. It is now planned that the project will be designed and delivered in three phases.
- All City Deal funded works are now programmed to complete by **June 2028 instead of August 2027(+14 months)**. The first works tender package will now be for Phase 1 only. The FBC is to be submitted in **September 2026 instead of June 2026 (+3 months)** for Director of Regional Economic Growth to consider. **A second FBC will then be submitted in July 2027 to allow detailed design for Phase 3 to be completed and** a decision to be made on whether delivery of Phase 2 or Phase 3 is the priority (in terms of cost and benefits realisation) to progress with the remaining City Deal funding allocation. It is **now** aimed to award the Phase 3 detailed design contract in **September 2026 instead of May 2026. An updated CCR has been submitted taking into account delays to tendering programmes.**

Progress in **Q1 26/27** focussed on the **finalisation and issue of tender package for Phase 1; finalisation of concept design for Phase 3 and finalising proposed procurement route option for Phase 3 detailed design procurement**. Action will focus on the following in **Q2 26/27**: Phase 1 tender **returns and evaluation; submission and approval of FBC; the appointment of a contractor; the procurement** and contract award for Phase 3 detailed design.

12.14. Gartcosh/Glenboig Community Growth Area Project (Complete)

- 12.14.1 North Lanarkshire Council's £6m City Deal funded Gartcosh/Glenboig Community Growth Area Project involved the construction of a new link road from Glenboig to Gartcosh Business Park and the upgrade of existing road infrastructure, to provide a link road of local distributor road standard between Glenboig and Junction 2A of the M73 Motorway. Ecological monitoring of mitigation measures (5 years monitoring) for the new link road continues and the wider benefits of the investment monitored and reported accordingly in line with the benefit realisation plan. This is now in year 5 within final monitoring undertaken in Autumn 2023. Delivery of indirect benefits is dependent on the wider planning process for Glenboig/Gartcosh CGA and future marketing and development of Gartcosh Business Park by Scottish Enterprise. Progress in **Q1 2026/27** focused on ongoing benefits monitoring. Further discussions of the ecological mitigation measures identified with NLC Greenspace Development and NatureScot **has not progressed and this will be the focus of the action in Q2 and Q3**. This will involve further discussions on measures to increase Great Crested Newt usage of wildlife tunnels constructed as part of the project and agree additional monitoring. The requirement for an additional monitoring period is to be established with NatureScot.

12.15. Pan Lanarkshire Orbital Transport Corridor Project (Green)

- 12.15.1 The £171m (£276m including external and additional member contributions), including City Deal Inflation Fund monies still to be approved, City Deal and NLC funded Pan Lanarkshire Orbital Transport Corridor Project focuses on improving orbital and Pan-Lanarkshire connections across the City Region with the aim of realising opportunities for commercial and housing development at the Ravenscraig site. The Corridor project consists of 3 components:

- Ravenscraig Infrastructure Access (RIA)
- East Airdrie Link Road; and

- Motherwell Town Centre Interchange.
- 12.15.2 The Ravenscraig Infrastructure Access (RIA) seeks to improve access from the M74 into Ravenscraig with a new dual carriageway from New Craig Road/Robberhall Road roundabout to the new road crossing of the West Coast Main Line railway (RIA South). The RIA OBC was approved by Committee on 27 August and GCRCD Cabinet on 6 October 2020.
- 12.15.3 RIA South includes WCML Crossing (FBC 1), New Dual Carriageway Ravenscraig to Motherwell (FBC 2) and Dualling of Airbles Road and Junction Improvements (FBC 4).
- o The WCML Crossing is now **Complete**.
 - o Motherwell To Ravenscraig and Airbles Road Improvements (FBC 2 and 4): Progress in **Q1 2026/27** includes: ***Programming and phased delivery of enabling works including public utility diversions land remediation and ground works to enable the main works contract for the Ravenscraig to Motherwell connection; Progressing additional detailed design for amendments to the Motherwell to Ravenscraig Road Connection; awarding detailed design and progressing for Airbles Road Improvements - including phasing strategy; and agreeing package of enabling works to support the delivery of Airbles Road Improvements.***
Action in **Q2 26/27** will focus on progressing the package of enabling works; progress additional detailed design for amendments to the Motherwell to Ravenscraig Road Connection; concluding compensation payments for any land taken under GPO for Ravenscraig to Motherwell connection; continue to engage with key stakeholders as enabling works and detailed design progresses; detailed design **progressing** for Airbles Road improvements including phasing strategy; and agree **and procure** the package of enabling works to support the delivery of Airbles Road improvements.
- 12.15.4 RIA North (Dualling of A723 Ravenscraig to M8 - FBC 3) has been deferred.
- 12.15.5 The East Airdrie Link Road (Green) seeks to provide a new and more direct north-south route between Cumbernauld and the M8, forming the northern half of the Orbital Transport Corridor. Liaison continues with NHS Lanarkshire (NHSL) over the alignment of the EALR in relation to the proposed Monklands Replacement Hospital at Wester Moffat. Approval was secured from the NLC Policy and Strategy Committee in June 2025 to introduce a new east west link, the Towers Road Link (TRL), (subject to further consultation and assessment) to the EALR scope. The TRL is an extension of the route from the hospital junction on the EALR and the approved internal hospital infrastructure to Towers Road near the junction with Varnsdorf Way. It is approx. 1km in length and includes a bridge and active travel provision. The TRL has been included in the Pre Application Consultation and in the first (of two) planning applications to support the EALR - Section 1 planning application. Further information will be provided at Q2 26/27. It has been agreed (by NLC and NHS Lanarkshire) that two planning applications will be submitted to manage programme, cost pressures and physical interface risks between the EALR and the hospital. The first planning application (Section 1) includes TRL and a section of the EALR from the hospital roundabout, northwards to the A89 Forrest Street. The second planning application (EALR Full Scheme) will cover the whole of EALR including section 1. The first planning application (Section 1) was submitted on 30 January 2026. The application for full scheme **was** submitted **on 25 June 2026. Also on 25 June, the Cabinet Secretary for Health announced that the FBC for Monklands Replacement Hospital was not approved. NLC have received no further information from ScotGov or NHS Lanarkshire (NHSL) at this time. NLC will consider any impact on the EALR project, programme and cost over the coming weeks. An update will be provided in Q2.** The progress over **Q1 2026/27** continued to be on regular meetings and liaison with consultants for the Stage 3; continued development and implementation of land strategy; **conclusion of full scheme EIA**; further review of project costs; **conclusion of GI data (including geophysics)**; **Continued to work with NHSL to better align both projects programmes around planning, funding approvals, project interface and risks**; continued stakeholder and landowner engagement including with Section 1 landowners; submission of **Full Scheme** Planning Application; **continued discussion with NLC Planning re Section 1 Planning Application (submitted 30 Jan 2026)**; **NHSL commissioned AtkinsRealis to undertake Specimen Design of Section 1; and preparation of Full Scheme Specimen Design documentation**; The focus for Q2 26/27 prioritises regular meetings with Stage 3 consultants; continued development and implementation of land strategy; continue to work with NHS Lanarkshire to better align both projects programmes around planning, funding approvals, project interface and risks; continued review of project costs; continued stakeholder and landowner engagement; programme review; **post** submission **input** to the Full Scheme planning application; post submission input to the Section 1 planning application; **procure Full Scheme Specimen design; and the determination of the Section 1 planning application.**

- 12.15.6 Motherwell Town Centre Interchange's Scope and Timeline are now **Complete**. This project consists of an upgrading and reconfiguration of the infrastructure around Motherwell train station to improve access and better facilitate intermodal passenger transport. The design was developed in consultation with ScotRail, who were upgrading Motherwell Station, to ensure an integrated design and delivery programme. The Muir Street Interchange works were complete in May 2023 and work on the Motherwell Rail Station (not CD funded) was completed in June 2023. Progress in **Q1 2026/27** focussed on closing out defects correction with the contractor to enable the new infrastructure to be adopted and commercial discussions on the final account to progress. Some defects correction work has been **completed but proposals and timescales are still awaited in relation to other defects. Commercial discussions with the contractor on the final account will not be finalised until remaining proposals have been received and reviewed and outstanding defect correction implemented. Representatives of NLC have had correspondence with representatives of the contractor over the period.**

There has also been a focus on follow on investment in active travel routes. An external funding bid for construction of a phase directly adjacent to Motherwell Rail Station (for 2026/27 funding) has been submitted to Transport Scotland, **however the outcome is still awaited**. Detailed design of Phase 2 of the project, between the rail station and the Bellshill Gateway to Strathclyde Country Park **is nearing completion**. A further design funding bid has been submitted to Transport Scotland for Phase 2a of the project, which will connect the Motherwell Station Active Travel Links project to the Ravenscraig Infrastructure Access (south) City Deal funded project, from Camp Street to Airbles Road. This phase would provide a critical link between the projects and provide for active travel connectivity between the Ravenscraig Regional Sports Facility, Motherwell town centre and Motherwell Rail Station.

In terms of benefits realisation, in 2025/26, the UK Government confirmed the award of £20M over 10 years to an area of Motherwell (including Motherwell town centre) through the Pride in Place Programme. This investment will build on the positive outputs delivered at Motherwell Rail Station and the Muir Street Interchange to deliver further positive regeneration outputs in Motherwell town centre. Follow on investment in Motherwell town centre is evident, with an occupier secured for a new commercial unit constructed at Motherwell rail station. A large vacant commercial unit in Motherwell town centre has been converted for leisure use, with the premises now open. Work has commenced on the redevelopment of Motherwell town hall into 20 flatted units by the council's New Supply Team.

Action in Q2 26/27 will continue to focus on benefits monitoring and identification of windfall benefit outcomes. The updated audit data for Motherwell town centre will be compared against the baseline position for the Motherwell Town Centre Interchange Project, as provided within the Full Business Case. Action will also continue to focus on closing out correction of remaining defects and continuing commercial discussions on the final account; completion of detailed design work for the next phase of the Motherwell Station Active Travel Links project and taking forward further follow on investment in active travel infrastructure, subject to the outcome of external funding bids.

12.16. **Clyde Waterfront and Renfrew Riverside Project (Green)**

- 12.16.1 Renfrewshire Council's (RC) £99m (£118m including additional member contributions) City Deal funded Clyde Waterfront and Renfrew Riverside (CWRR) Project consists of a new opening bridge in the location of Meadowside Street, Renfrew linked to a new road network which links to Dock Street in the north and the new Renfrew North Development Road (RNDR) to the south. The RNDR runs between Meadowside Street and Argyll Avenue Renfrew to link with Inchinnan Road. The roads and bridge include provision for walking and cycling and enable improved public transport links to the complementary Glasgow Airport Investment Area project.
- 12.16.2 The formal opening event was held on Thursday 8 May 2025 with the bridge being operational to the public from mid-day 9 May 2025. The Renfrewshire Council bridge operations team are now operating the bridge from the Control room on the South side of the river. They are supported in operation and maintenance by a number of external contracts such as maintenance and linesmen.
- 12.16.3 Post completion monitoring continues during the 2-year contract defect liability period. A CCR **was submitted and approved** in Q4 25/26 to restate approved scope where there have been standard variances in construction. Taking into account the 2 year defects period the financial completion is anticipated to be May 2027.

12.17. **Glasgow Airport Investment Area Project (Green)**

- 12.17.1 Renfrewshire Council's (RC) £39m (£48m including additional member and external contributions) City Deal funded Glasgow Airport Investment Area (GAIA) Project includes realignment of a section

of Abbotsinch Road between a point north of Arran Avenue and the existing A8 Inchinnan Road to the west of the existing Bascule Bridge. The project also includes a new vehicular bridge across the White Cart linking the industrial and commercial sites with the realigned Abbotsinch Road and new cycle and pedestrian links between Paisley and Renfrew Town Centres, Inchinnan Business Park, AMIDS and the complementary CWRR project.

- 12.17.2 The utilities and communications benefits detailed in the FBC have now been delivered. A CCR **was** submitted **and approved** in Q4 25/26 to restate approved scope where there have been standard variances in construction.
- 12.17.3 ***In terms of benefits realisation, ZeroAvia, a global leader in zero-emission aviation, has announced a major inward investment to establish a Hydrogen Centre of Excellence and manufacturing facility at the Advanced Manufacturing Innovation District Scotland (AMIDS) near Glasgow Airport. The facility will produce hydrogen-electric powertrains and high-temperature PEM fuel cells for aircraft and is expected to create 350 highly-skilled jobs and unlock millions in private investment.***
- 12.17.4 ***The GCR IZ tax site has received parliamentary approval and is now live. The tax site will offer £24.08M in incentives for businesses to invest in the area. Coupled with the GAIA investment in enabling infrastructure, this is expected to significantly enhance the AMIDS investment proposition, driving inward investment and economic growth in the region.***
- 12.17.5 ***Regarding site marketing, the JV has been actively promoting the AMIDS site this quarter. Potential tenants for Tech Terrace are being sought out, with interest being high in the development. The JV also attended The UK's Real Estate Investment and Infrastructure Forum (UKREiIF), promoting the site. The JV is in the process of updating the AMIDS website, making it dynamic for potential investors.***

12.18. Cathkin Relief Road (Green)

- 12.18.1 South Lanarkshire Council's (SLC) £16m City Deal funded Cathkin Relief Road Project has delivered a new 7.3m wide carriageway between the junctions of Cathkin Bypass/Burnside Road and Fernhill Road/Croftfoot Road/Blairbeth Road with a 2m wide footway on the south side and a 3m wide combined cycleway/footway on the north side of the carriageway, with the cycleway tied into existing cycle routes in the area. Wider infrastructure improvements to lock in the benefits have been completed. Road opened to the public in February 2017.

All noise claims have now been settled. SLC's Legal Services are currently processing the remaining settlement payments, and these will be concluded shortly. **Two** are currently outstanding with **one out for signing and one awaiting response**. The remaining transactions are either awaiting the required paperwork from third parties or awaiting the return of signed documents. The value of these transactions is circa £7.3k. Complementary lighting works were undertaken in late March **however the handrail works were delayed as contractors were unable to undertake the works for the current framework rates. A contract will be issued shortly. As part of the Gateway Review process, the PMO is seeking ongoing measurements of the transport network performance and the collection of traffic data for the road network associated with projects on an annual basis. At the time of the previous review, data was not available however, this has since been collated and a report has been compiled.**

12.19. Greenhills Road Project (Green)

- 12.19.1 South Lanarkshire Council's (SLC) £32m (£36m including Additional Member and External Contributions) City Deal funded Greenhills Road Project involves the widening to dual carriageway of the existing A726 from Calderglen Country Park to the Torrance Roundabout and of Greenhills Road from the Torrance Roundabout westwards to the access to the Langlands development by the addition of 2.75km of new road. The works involve the realignment of existing roads, 3 upgraded junctions, a new 3.2km of walkways, 3.2km of cycling infrastructure and new street lighting, with opportunities taken, if possible, to lock in benefits of the scheme to the wider area. It also includes the introduction of bus infrastructure measures at key locations along the route length, and the improvement of existing junctions along the route length. In addition, the scheme also supports the provision of enhanced active travel infrastructure. The road was opened fully to traffic on 28 June 2022. Full financial settlement has been reached with contractor. Overall outturn remains £35.950m and to date expenditure is currently £33.840m. There is also £3.920m of external / additional member contributions (£1.811m already paid) for the remaining compensation claims, monitoring and the remaining complementary works. 51 Part 1 claims have been received and settlements discussions are ongoing (n.b. fees and interest calculations will require to be added once concluded). **The noise report and associated modelling prepared by AECOM has been reviewed and a final**

document agreed, concluding that no properties qualify for an offer of noise insulation therefore there will be zero Part 2 claims. Ongoing measurements of the transport network performance and the collection of traffic data for the road network associated with the project will be assessed on an annual basis. **A £12k virement has been requested in a CCR (earlier in this report) from Stewartfield Way to Greenhills which brings both project budgets in line with actual expenditure.**

12.20. Stewartfield Way and East Kilbride Town Centre Project (Green)

The project includes two key elements:

- 12.20.1 Stewartfield Way (£30m) - Continuation of proposals to improve transport network capacity at the eastern end of the route (Kingsgate) and the western end of Stewartfield Way (Philipshill). These transportation related improvements would assist in accelerating and encouraging future economic growth across the north of East Kilbride arising from potential developments, including at Kingsgate and Playsport and assist in improving access to the relocated Hairmyres Station / strategic regional park and ride interchange. The OBC was approved by Cabinet on 5 November 2024. A final Sourcing Strategy has been agreed, confirming the use of the Scottish Government Framework. Contract specifications are being updated to align with the new Manual of Contract Documents for Highway Works. **The programme has been revised to issuing tender documents on 24 July with returns by 21 September 2026.**
- 12.20.2 **At this time, it is anticipated that SLC would be in a position to issue the contract by December 2026. Although this revised timeline for the contract award is later than originally programmed, the completion of works date remains the same as there was an over estimation of construction period previously presented.**
- 12.20.3 **A summarised update of other assessments includes the Kingsgate Retail Park Traffic Assessment. The contract has been awarded to AECOM and final report is expected to be submitted in August. For the Drainage Investigation Assessment, the tender has been issued and was returned on 16 June. Contract will be awarded on 6 July, with works starting later in July and final report expected in September. Regarding the Environmental Impact Assessment, the tender has been issued with a return date of 31 July. The contract will be awarded on 17 August with a view to the assessment being completed in October. Public utility C2's and C3's will be issued from August and subsequent submissions will be received and discuss with companies whose apparatus is affected through the remainder of this year. Construction is currently anticipated to being in Spring 2028 with completion in Summer 2029. A £12k virement has been requested in a CCR (earlier in this report) from Stewartfield Way to Greenhills which brings both project budgets in line with actual expenditure.**
- 12.21. East Kilbride Town Centre £43m (£50m including Additional Member and External Contributions). Significant investment in the town centre will be required to respond to the radical changes in retail habits, the change in ownerships and control of different parts of the town centre. The project seeks to support this with enabling works at the Centre West mall including site enabling, demolition, infrastructure and utility works to support future alternative development proposals contained in the masterplan proposals that were subject of a recent public consultation. The development of a 'Civic Hub' Council facility (incorporating community facilities) will also be progressed. The OBC for the East Kilbride Town Centre Redevelopment Project was approved at the February 2025 Cabinet. All legals have been concluded and Centre West was successfully transferred to South Lanarkshire Council on 31 December 2025. Demolition contractor has been appointed and has been on site since January 2026 **and is progressing well. RIBA stage 2 Design work for East Kilbride Town Hall is progressing well and due for completion by the end of August 2026.** A two-stage design and build **contract will be procured to complete the Town Hall. SLC is evaluating housing delivery options to identify the preferred model.**
- 12.22. **Community Growth Areas (Green)**
- 12.22.1 South Lanarkshire Council's (SLC) £59m (£124m including additional member and external contributions) City Deal funded Community Growth Areas (CGAs) are located in Newton, East Kilbride, Hamilton and Larkhall. The CGAs represent strategic housing land releases in South Lanarkshire that could accommodate up to 7,000 units. The projects aim to deliver new education/community facilities, road improvements, junctions, park and ride facilities and sustainable transport routes (walking and cycling). All OBC are approved (Newton GCA – August 2018, Hamilton GCA - August 2018; Larkhall GCA - August 2019, East Kilbride GCA - August 2018).
- 12.22.2 Hamilton CGA

Three-sub project elements are Complete and are fully operational, delivering economic benefits.

- Highstonehall Road Upgrade Works. The project was completed on time and to budget and is currently fully operational providing access to an area of the CGA to encourage earlier development. The project has provided access to the CGA and supporting the development of new private houses and social houses for rent to date within the western edge of Hamilton which are now being populated.
- The Strathaven Rd/ Woodfoot Rd Transport Corridor. Sub-project is currently fully operational providing access for new housing units within the CGA to transport hubs in the centre of Hamilton and links to Glasgow and beyond.
- The Woodhead Primary School Extension. Sub-project is providing local education facilities within walking distance of the CGA. The project is fully complete and operational.

One project is in delivery:

- Hamilton Road Junctions Improvement (FBC 4,5 and 6) subprojects are the second of a series of junction improvements to facilitate the increased traffic and reduce congestion whilst adding additional green transport amenities. The scheme will provide access from the CGA sites to the Transport Hubs in the centre of Hamilton with its links to Glasgow and beyond. Both sub-projects deliver vital components of the Hamilton CGA project and are a key enabling feature required to help the development of a new residential community on the western edge of Hamilton. Both sub-projects account for £3.175m of the whole CGA project proposal. This contract adds £1.75m to the overall project budget. Due to the contractor's performance the contract for the remaining phases of the works has been cancelled. The remaining works at Wellhall Road / Woodfoot Road / Hillhouse Road are subject to ongoing programming. Discussions with Scottish Gas Network (SGN) have continued **regarding methods of construction and Temporary Traffic Management (TTM) requirements** for their diversionary work. **Once a timeline is set out, potential start dates will be reviewed. At this time, it is anticipated that utility diversion works could take place later this year with the main contract works for the junction alterations taking place next calendar year.**
- One sub-project is deferred and replaced:
 - A Change Control Request for Calderside Academy was approved by Cabinet on 19 August 2025 to defer Calderside Academy and replace the project with St Andrews/St Brides High School under East Kilbride Community Growth Area.

12.22.3 Larkhall CGA

- 3 sub-projects are Complete:
 - Glengowan Primary School Extension - project completed July 2022.
 - The Larkhall Nursery Extension - the community benefits being realised from this project will be reported in the Glengowan PS Extension PSR.
 - The Lanark Road M74 Signalisation - project covers off site roadworks at the junction of the M74 and the A72 which required to be upgraded with the installation of traffic signals and alterations to the junction layout to minimise queuing and associated congestion which generates higher levels of carbon emissions and poor air quality. The road junction has been opened to the public and the project is now complete.
- Subprojects in development include:
 - Holycross High Extension – the project comprises of a 1,302sqm extension to Holycross High School. This space will include a number of new amenities, not limited to, 4 music classrooms, 2 large practice rooms, 5 small practice rooms, a drama studio, an auditorium/gym, changing rooms and WC's, associated offices and storage spaces. The FBC was approved by CEG in February 2026. Pre-construction works have begun **including on-site data logger installations and hand digging to verify existing services. The official construction start date was scheduled for 29 May 2026; however, this has been delayed due to the legal carve-out within the PPP contract and the associated complexities. Construction is now anticipated to commence in September 2026. The main contractor is ready to mobilise, but the appointment of HubSW (and Kier**

Construction) cannot proceed until the supplementary agreement with InspirED is finalised. A revised programme will be issued in due course, which will provide the necessary details to support submission of a Change Control Request.

- Larkhall Leisure Centre (Community Facility) – The project comprises of a 25m 6-lane swimming pool with viewing gallery for swimming lessons and galas, a fitness gym, health suite (sauna and steam room) and a double height fitness and dance studio which can be used for fitness classes and badminton. Community space within the new facility has also been accommodated. In February 2025, the council approved an additional £3.85m towards the project in order to increase the games hall provision within the new facility. The development will be delivered through a phased construction approach, beginning with the partial demolition of the existing leisure centre to create space for the new facility. Construction of the new centre will then take place on the cleared site, located on the grassed area adjacent to the school car park. This approach ensures that key elements of the existing facility can remain in use for as long as possible during the build. Once the new leisure centre is complete and operational, the remaining demolition of the old building will be carried out. **The FBC was approved by Delegated Authority on 16 July 2026 with construction due to begin in August 2026.**
- Merryton Roundabout and Link Road - the FBC was expected for approval in May 2026, however a CCR is expected to amend the timeline.
- M74 Works - FBC is expected for approval in September 2026.

12.22.4 Newton CGA

The CGA includes five sub-projects. The interventions are reducing risk and providing greater confidence in an investment return for housing developers, enabling development within 14 years compared to the 22-year timeline in the absence of intervention.

- 3 sub-projects are Complete:
 - Newton Farm Primary School was completed and opened on time (August 2017) and within budget providing a key selling point for the new housing development. Demand for school places has been greater than anticipated with its popularity attracting families with children to the CGA and supporting the faster than planned development of the housing delivery. This additional development is needed to support the high number of placements and house purchases by families with children at primary age due to the attractiveness of the school to house buyers.
 - Newton Park and Ride involved the creation of an additional 155 car parking spaces at Newton Rail Station. This project was completed in 2017 on budget and was running at an average of over 90% occupancy prior to lockdown. It has proven very popular with residents out with Newton CGA.
 - Westburn Roundabout sub-project was completed and opened in September 2019 enabling housing developers to deliver the full site capacity of 1,500 units, as opposed to the planning maximum of 1,212 without this enhancement.
- 2 projects are in development:
 - Uddingston Grammar School - a CCR **was approved** in Q4 25/26 restating the FBC approval to September 2026, with construction starting in October 2026 and ending in March 2027, 4 months earlier than anticipated.
 - The Sustainable Transport Intervention subproject has missed its FBC submission and approval date. **A CCR has been submitted this quarter to seek approval to defer the subproject from the City Deal programme due to topographical constraints and associated design considerations.**

12.22.5 East Kilbride CGA

The project consists of four sub-projects to improve social and physical infrastructure to accommodate the increase in the number of residents (i.e. capacity in education and roads).

- 2 sub-projects are Complete:

- Jackton Primary School – provides a new 18 classroom school with associated accommodation including a synthetic pitch and separate toilet block. School opening took place in August 2023.
- Our Lady of Lourdes Primary School Extension - A CCR was approved introducing this £4.754m project into the EKCGA programme. Construction was completed July 2024 and ready for the new term beginning on 14 August 2024.
- 2 projects are in development:
 - Hairmyres Park and Ride - The proposed park and ride site at Hairmyres Rail Station, in conjunction with the proposed relocated rail station located approximately 650 meters west of the existing station, involves the creation of a number of standard and disabled parking bays, provision of an EV community charging hub as well as two new signal-controlled junctions on Redwood Drive and a designated bus loop. It will be a significant addition to East Kilbride's transportation infrastructure and a sustainable solution that will help manage traffic congestion, enhance public transportation options, promote environmentally friendly commuting, and ensure accessibility for all members of the community. The FBC was approved September 2024. The Park and Ride is now open. A number of snagging are currently being undertaken. Electric vehicle charging infrastructure in the south car park is complete. SPEN substation works **are complete and SLC is awaiting confirmation of a commissioning date for the electric vehicle system**. Parking usage surveys indicated that around 400 vehicles are regularly parked across both car parks.
 - St Andrews/St Brides High School – A CCR was approved by Cabinet on 19 August 2025 deferring Calderside Academy, replacing the project with St Andrews/St Brides High School in East Kilbride. The FBC was approved in March 2026 and pre-construction works have begun, ***including on-site data logger installations and hand digging to verify existing services. The official construction start date was scheduled for 29 May 2026; however, this has been delayed due to the legal carve-out within the PPP contract and the associated complexities. Construction is now anticipated to commence in September 2026. The main contractor is ready to mobilise, but the appointment of HubSW (and Kier Construction) cannot proceed until the supplementary agreement with InspirED is finalised. A revised programme will be issued in due course, which will provide the necessary details to support submission of a change control request.***

12.23. Exxon Site Development Project (Green)

- 12.23.1 West Dunbartonshire Council's £30m (£47m including additional member contributions) City Deal funded Exxon Site Development Project will see completion of extensive enabling works at the former oil terminal at Bowling to support the development of the area for commercial and industrial use with works including: 1.95km of new spine road with associated drainage and lighting infrastructure; 1.32km of upgraded existing public road (A814); a new junction on the A82 at Dumbuck with closure of the existing junction; a remodelled junction on the A82 at Dunglass; an enhanced routing of 475m of the National Cycle Network Route 7 in the vicinity of the site; a new underpass of the Glasgow-Dumbarton Railway at the western access to the site; a deck replacement of the railway overbridge at the eastern access to the site; 2ha of public realm created and a further 27ha of public realm enhanced (which is part of the planning condition but out with the City Deal scope); flood mitigation works; environmental mitigation works (but not remediation); site drainage works; and establishment of platforms for development across the site. Collectively these improvements are expected to result in 25ha of land with reduced flood risk and 19ha of vacant and derelict land brought back into use. The project seeks to enable follow-on investment of 25,500sqm of storage/distribution floor space, 9,900sqm of industrial floor space, and 7,860sqm of business floor space.
- 12.23.2 The FBC was approved 8 August 2023. Construction began on 27 January 2025 and is due to complete by October 2027.
- 12.23.3 Western Underbridge construction is completed. All four Scottish Water diversion works are to be completed by end of March 2026. ***The two over pass structures at the proposed west junction are fully completed. Spine road formation at west junction is completed and edge kerbs have been installed. The National Cycle Network (NCN) and cycle route remain open during the construction work and the final layout is now 85% complete. The drainage system at the West Junction area is also complete. The need for an additional Scottish Water watermain diversion at the West junction was agreed to adequately protect the utilities. The design is now complete, and construction will be progressed during August 2026. Spine road construction***

is progressing as programmed. Dunglass Roundabout Reconfiguration Phase 1 is now complete. The work was carried out during night shifts to reduce disruption to road users. The Milton Burn culvert has been installed. Due to the aviation fuel pipe discovery along the full length of the proposed spine road, the works on the western outfall and culvert wingwall installation are delayed (but the impact to the programme could not be quantified at this stage). The aviation fuel pipes are currently drained to allow safe working and remove future environmental risk.

- 12.23.4 WDC is exploring opportunities to further the wider Exxon project aspirations and create a community parkland. The design for the river path is **completed and currently progressing through the planning process**. The alternative funding source is Transport Scotland's Active Travel Infrastructure Fund Tier 1.

12.24. **Clyde Metro (Case for Investment) (Green)**

- 12.24.1 Clyde Metro aims to provide transformational change for the Glasgow City Region, providing opportunity for all through sustainable, transport led, investment. Fundamental to the programme will be integration to achieve, placemaking, regeneration and densification and enable a healthier and fairer and more prosperous City Region
- 12.24.2 Clyde Metro was a key recommendation from Transport Scotland's national Strategic Transport Projects Review 2 (STPR2 / December 2022) and is included in the National Planning Framework 4 (published Feb 2023). SPT were confirmed in Nov 2023 as the lead and procuring organisation, working in partnership with Glasgow City Council and Transport Scotland (in a project assurance role) for the Case for Investment deliverables which will include a network of route options to improve connectivity to key sites across the Region, including Glasgow Airport. The scope of the Glasgow City Region City Deal Airport Access Programme has been incorporated within the wider development of a Clyde Metro network and delivery phasing options. City Deal funding (£12.155m) was allocated to Metro Case for Investment in December 2023.
- 12.24.3 ***In December 2025, revised CFI governance arrangements were developed to address the 2025 Readiness Review and strengthen the role of the eight Member Authorities, with these changes approved by Cabinet in March 2026, recognising Cabinet members as Clyde Metro Project Sponsors supported by the CEG.***
- 12.24.4 ***SPT continues to progress the Clyde Metro Case for Investment (CFI), with current work focused on critical activities needed to support key decisions, including the Preferred Network Option, Options for Phase 1, governance and funding. Stakeholder engagement, particularly with GCR Member Authorities, has been ongoing through workshops and governance discussions.***
- 12.24.5 ***The programme remains complex and evolving, requiring iterative technical work and the development of supporting workstreams, including the Places x Clyde Metro programme and work to ensure Clyde Metro is delivered as part of an integrated public transport network. This includes close coordination with bus reform, heavy rail and Subway, alongside discussions with Network Rail and ScotRail on the proposed Clyde Metro PLUS: Rail Alignment, Integration & Linkages (CM+RAIL) programme to optimise the regional rail network linked to Clyde Metro.***
- 12.24.6 ***Looking ahead: along with the ongoing development of the Programme Business Case, planning is underway for the transition from the CFI to the Phase 1 Outline Business Case (OBC)***
- 12.24.7 ***The programme structure, scope, work programme, resourcing and costs will all require development ahead of the Phase 1 OBC. A proposed Phase 1 OBC Setup Plan will be presented to a future meeting of the PSG and, as appropriate, the GCR Chief Executive's Group and Cabinet.***

12.1. **Enabling Commercial Space (ECS) (Green)**

- 12.1.1 The Strategic/Outline Programme Business Case for the Enabling Commercial Space Project was approved by the CAB on 25 February 2025. The Strategic/Outline Business Case will be a dynamic document, developed by the PMO and overseen by a Working Group of MA representatives.
- 12.1.2 The project includes three main types of interventions:
- Enabling activity – Investment in infrastructure or platforms that facilitate private sector development of commercial floorspace through follow-on investment;

- Refurbishment of Existing Buildings – Enhancing the quality, energy efficiency, and lifespan of existing commercial premises; and
 - New Build Construction – Development of entirely new commercial or industrial premises.
- 12.1.3 The selection of shortlisted projects is being undertaken by each Member Authority (MA) through a self-assessment process. Ryden Consultants are supporting the GCR PMO in evaluating each MA's self-assessment.
- 12.1.4 The GCR PMO will update the Strategic/Outline Business Case accordingly as MAs finalise their selections and submit completed self-assessments to the Director of Regional Economic Growth for approval to proceed to Full Business Case (FBC) on behalf of the Cabinet.
- 12.1.5 As of 30 July 2026, eight MAs have now completed shortlisting phase and selected projects. These have been approved by DREG under Delegated Authority. Capacity building funds have been unlocked to support these MAs to develop FBCs for their shortlisted projects.
- 12.1.6 Approved self-assessments are as follows:
- EDC: Southbank House (Refurbishment)
 - ERC: Robertson Street Industrial Units (Improvements/Replacement); and Crossmill Industrial Units (New Build)
 - GCC: Lighthouse (Refurbishment); Clyde Waterfront Innovation Campus (Enabling Infrastructure); and Red Dalmarnock X Works (New Build)
 - IC: Inchgreen (New Build); Crescent Street (New Build); Kelburn (New Build); and Ingleston Park (Refurbishment)
 - NLC: Ravenscraig (New Build) Phase 1 and Phase 2; and Westpoint (New Build)
 - RC: Tech Terrace AMIDS (New Build)
 - SLC: Cathcart Road (New Build); Red Tree Labs, Shawfield Innovation Campus (New Build); and Industrial Unit (Upgrades and Retrofit)
 - **WDC: Ash Road (Refurbishment).**
- 12.1.7 ERC have appointed architects to design their Crossmill refurbishment project and held a pre-start meeting in March 2026. A CCR will be submitted to restate milestones once the programme has been agreed. ***The first steps are to develop a market-led specification in conjunction with Colliers, review status of Japanese knotweed on-site and develop an action plan. ERC's Robertson Street project has been paused and is currently under review.***
- 12.1.8 EDC's Southbank House project ***has had their FBC consultant procurement approach agreed in principle. The design and construction procurement options appraisals are underway.***
- 12.1.9 GCC's Red Dalmarnock X Works (New Build) will provide 3,162sqm of modern high specification building premises for High Value Manufacturing/Advanced Manufacturing Precision Engineering. The FBC was approved at the 12 Feb 2026 CEG. The Grant Agreement was subsequently finalised and formally signed off by Clyde Gateway and Glasgow City Council in March 2026. ***Construction has commenced as has the steelwork erection and is progressing well.***
- 12.1.10 GCC's Lighthouse Phase 1 'Envelope' works are progressing and on track to be concluded ***by the end of July 2026*** (instead of in April 2026). They are funded by GCC Shared Prosperity Funding (£2M secured), carried out by City Building and will address required building fabric repairs. ***City Deal funded project remains in a development state to expand out the defined project scope by the delivery team and production of FBC for submission to GCR PMO (for Delegated Authority approval).*** Phase 2 'Sustainability' works - will address heating and functionality of the building and will be funded via City Deal Enabling Commercial Space (ECS). ***This is currently being undertaken in parallel to the preparation of the FBC.***
- 12.1.11 GCC's 3rd project Clyde Waterfront Innovation Campus - CWIC (Phase 2) is developing and is currently at design stage. ***GCC has secured funding from the Scottish Government to support the preparation of a Masterplan Consent Area (MCA) for the remaining vacant and derelict land in the area (CWIC Phase 2). MCA's are the successor of Simplified Planning Zones and are being promoted by the Government as a new mechanism for local authorities to show place leadership and unlock investment in challenging sites. Further survey work has been undertaken in the ongoing design/engagement stage. MCA will take design to RIBA Stage 2. The Council intends to adopt the MCA in Summer 2026. Thereafter the public realm and infrastructure framework will be taken to detailed design (RIBA Stage 4) by Spring 2027. FBC will be submitted, following tender process, circa October 2027, with a works contract awarded thereafter.***

- 12.1.12 4 sites are being progressed as part of the IC's Enabling Commercial Space: Kelburn Phase 2, Crescent Street, Ingleston and Inchgreen. Site clearance works has been undertaken at Kelburn and Crescent Street to enable Site Investigation (SI) to be carried out in Q4. Early layout discussions have taken place looking at known constraints through the sites. SI ***was instructed which*** will inform layout discussions. ***Programme update to Riverside Inverclyde (RI) Board to take place in July 2026, seeking authority to continue development of options, including submission of planning applications, consideration of RI financial input (through capex investment or borrowing), to allow further progression. This may affect future reporting of potential leverage income to project. Officers reviewing procurement options for design and build contract arrangement. NMIS and West College Scotland both engaging in strategic discussions to inform Inchgreen scope.***
- 12.1.13 NLC's Ravenscraig Phase 1 consists of the development of a multi-let industrial scheme at Ravenscraig totalling 5,797m² across four separate units which will be delivered in two phases by NLC's arm's length development company - Fusion Assets. The FBC was approved by DREG on 5 January 2026 and construction works have begun ***and progressed over Q1. The expected action for Q2 is site work continuing at pace for the anticipated completion of January 2027.***
- 12.1.14 RC's Tech Terrace project will be delivered over two phases (2,694sqm) delivered for each phase) at an approximate cost of £9.1m per phase. The first phase will be funded by Buccleuch Property - supported by a grant from Scottish Enterprise. The second phase will be funded by Buccleuch Property and funding from the City Deal Enabling Commercial Space project. Phase 2 project is progressing with detailed design which is underway. It is anticipated that the planning will be submitted in June 2026, ***with corresponding building warrant to be submitted in October 2026.***
- 12.1.15 ***SLC's Red Tree Labs consisting of 50,915sqft / 4,730sqm GIA of flexible floorspace over four floors for blended provision of offices, laboratory space, incubator and production areas has an FBC in draft and is currently awaiting final financial information. RCGF Funding was recently approved, and further funding decision is expected in Q2 26/27. The project continues to be developed in line with programme, with contract award expected in November 2026.***
- 12.1.16 A CCR for SLC's Cathcart Road is still outstanding and will detail the council's proposal, subject to appropriate approvals, for City Deal funding support the delivery of a similar project on another site and kickstart the activity identified in the "Response to Industrial Market Challenges" Report recently presented to the Councils Executive Committee. ***Executive Committee of February 2026 reaffirmed the Councils commitment to address supply of industrial property. A working group was established to take forward next steps and officers looking at specific SLC owned sites with regard to bringing forward a deliverable proposal.***
- 12.1.17 ***SLC's 3rd ECS project Industrial Unit (Upgrades and Retrofit) also notes the report taken to Executive Committee in February 2026 with recommendations to take forward action around industrial stock. A working group is place with Estates Service to identify appropriate unit(s) to focus investment. Work is ongoing to identify best property for investment.***
- 12.1.18 ***WDC's John Knox Street project is not yet ready to complete a self-assessment as the project is not yet fully funded. Funding bids are planned to RCGF and WDC Capital Programme and the outcome of these bids will be known in December 2026. If unsuccessful, WDC will then seek to identify an alternative use of funds, with the site adjacent to the existing Exxon site being the preferred alternative option. The self-assessment for Ash Road project has been approved and can now move to FBC stage.***
- 12.1.19 Appendices 1 and 2 contain any provided business case approval and construction dates.
- 12.1.20 ***An allocation of £20m has been made available from the UK Govt Local Growth Fund (LGF) for a further round of ECS projects across all eight local authority areas. The proposed projects are to be approved by August 2026 Cabinet. Once projects are approved for inclusion in the wider ECS SOPBC, it has been agreed with both governments that an element of the City Deal funding which was previously allocated via approved FBCs for the XWorks Dalmarnock Project and the Ravenscraig Phase 1 project will be replaced by LGF. Change Control Requests and updated FBCs will be submitted for both projects in due course to reflecting the funding change.***

13. ANNUAL IMPLEMENTATION PLAN UPDATE

13.1. City Deal Annual Implementation Plan Status

- 13.1.1 The Annual Implementation Plan for **2026/27** is attached at Appendix 10a and 10b. Appendix 10a sets out all of the activities which will be completed by the Programme Management Office and Support Groups throughout 2026/27 to support the delivery of the City Deal Programme and to ensure compliance with the Assurance Framework and Grant Offer Letter (GOL).
- 13.1.2 Appendix 10b sets out the key milestones for each City Deal Project for 2026/27. These actions are delivered by Member Authorities. The monitoring of these is reported in Appendix 2 which shows project status against agreed milestone dates.
- 13.1.3 Monitoring of the AIP is a condition of the GOL. A brief update on the progress which has been made with each action being delivered by the PMO and Support Groups (Appendix 10a) in the AIP and the status for each action is included with updates for the period marked in ***bold italic*** font.
- 13.1.4 The table below shows one action in Appendix 10a reporting at Amber relating to business case submission dates being missed.

SUMMARY	City Deal PMO and Support Group Actions	
Red	0	(0%)
Amber	1	(4%)
Green	16	(67%)
Complete	3	(13%)
Superseded	0	(0%)
Future	4	(17%)
	24	(100%)

Appendix 1: PROJECT STATUS UPDATES (RAG STATUS DEFINITIONS IN ENDNOTES)

Table below provides a summary for each project's status. Detailed definitions for Red (R), Amber (A), Green (G), Complete (C) and Future (F) status are provided in the report endnotes. Status and dates shown in **bold italics** have changed from the previous PMO report following approval of a submitted Change Control Request (for status) or notification to the PMO of a change to FBC submission dates. Where a Project element reports at Amber, an explanation of the related issue(s) is provided in the individual Project update section.

Project	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction	COMMENTS
INFRASTRUCTURE PROGRAMME												
East Dunbartonshire Council in partnership with Strathclyde Partnership for Transport and Glasgow City Council												
1. Place and Growth Programme		C	C	n/a		G	G	G	F	various	various	
	Westerhill Development Road		C	n/a	C	G	G	G	F	Feb 2026	Nov 2027	
	A803 Sustainable Travel Corridor		D	n/a	D	n/a	n/a	n/a	n/a	n/a	n/a	
	Bishopbriggs Town Centre Regeneration		C	n/a	C	G	G	G	F	Feb 2026	Dec 2026	
East Renfrewshire Council												
2. M77 Strategic Corridor		C	C	n/a		G	G	G	G	various	various	
	Levern Works			C	C	C	C	C	C	Aug 2015	Aug 2016	
	Business Boost			C	C	C	C	C	C	Nov 2017	Mar 2019	
	Aurs Road Realignment			C	C	G	G	A	G	Oct 2023	May 2026	
	Balgraystone Road			C	C	C	C	C	C	Mar 2019	Apr 2020	Finance moved to complete Q4 25/26
	Balgray Station			C	C	G	G	G	G	Sep 2024	Sep 2026	
	Levern Valley Link			D	D	n/a	n/a	n/a	n/a	n/a	n/a	
	Balgray Visitor Facilities			C	F	G	A	G	G	May 2026	Feb 2027	
Glasgow City Council												
3. Canal and North Gateway		C	C	C		G	A	G	G	various	various	Q1 26/27 overall moved to Amber
	FBC1: Sighthill: Remediation (Contract 1)				C	C	C	C	C	Dec 2015	Nov 2017	
	FBC 2: Sighthill Remediation (Contract 2)				C	C	C	C	G	Oct 2016	Apr 2023	
	FBC 3: Sighthill: Cowlairs Bridge; Port Dundas; and 100 Acre Hill				C	C	C	C	G	Mar 2018	Jul 2019	
	FBC4: NGIWMS - Smart Canal				C	C	C	C	G	Mar 2018	Jun 2019	
	NGIWMS: Cowlairs Link				D	n/a	n/a	n/a	n/a	n/a	n/a	
	FBC 5: Port Dundas North Canal Bank Street and Speirs Locks Link				C	C	C	C	G	May 2019	Feb 2022	
	FBC 7: Sighthill M8 Pedestrian Bridge				C	C	C	C	G	Jan 2020	Jul 2022	
	FBC 6: Speirs Lock: Garscube Toll & Links				C	C	C	C	G	Nov 2019	Feb 2022	
	Port Dundas: Dobbies Loan				F	G	A	A	G	Dec 2025	Nov 2026	
	Port Dundas: Pinkston Access and Remediation				F	G	G	G	G	Dec 2026	Aug 2027	
	-				Cowlairs: Remediation & Servicing	D	n/a	n/a	n/a	n/a	n/a	n/a
4. Collegelands Calton Barras		C	C	C		G	G	G	G	various	various	
	High Street Public Realm and Connectivity				F	G	A	G	G	Jun 2026	Sep 2027	Q1 26/27 timeline moved to Amber
	FBC4: Meat Market Roads and Infrastructure (Wellpark Link project)				C	C	C	G	G	Jan 2025	Jul 2025	
	FBC 2: Meat Market Site Remediation				C	C	C	C	G	Jun 2019	Aug 2020	
	FBC5: Meatmarket Public Realm and Listed Structures				C	G	G	G	G	Nov 2024	Oct 2028	Q1 26/27 timeline moved to Green

Project	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction	COMMENTS
	FBC 3: Calton Barras Action Plan – Junction Improvements				C	C	C	C	C	Jun 2019	Apr 2020	
	FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1				C	C	C	C	G	May 2017	Jul 2018	
5. City Centre Enabling Infrastructure Integrated Public Realm						G	G	G	G	various	various	overall RAG moved from Green to Amber Q4 25/26
	FBC1: Sauchiehall Street Avenue				C	C	C	C	A	Dec 2017	May 2019	
	FBC5: Block A - Argyle St West (M8 Kingston Bridge – Union Street)				C	G	A	G	G	Feb 2024	Oct 2025	
	Block A - Argyle St East (Union Street to Glasgow Cross)				C	G	G	G	G	Feb 2026	Mar 2029	
	Block A – St Enoch’s Square – Dixon Street				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Block A – Bath Street East Cathedral Street				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Block A - Kyle Street - North Hanover Street				C	G	G	G	G	Mar 2025	Dec 2026	
	Block A – New City Road (The Underline Phase 2)				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Block A - Sauchiehall Street Precinct & The Underline Phase 1 Cambridge Street				C	C	C	G	G	Jun 2023	Jul 2025	
	FBC3: Holland Street/Pitt St				C	C	C	G	G	Dec 2022	Jun 2025	
	Block B – Elmbank Street & Elmbank Crescent				D	n/a	n/a	n/a	n/a	n/a	n/a	
Glassford St element deferred.	Block B - Stockwell Street	C	C	C	C	G	A	G	G	Dec 2025	May 2027	
	Block B - Broomielaw				F	G	A	G	G	Nov 2025	Nov 2027	
	Block B - Clyde Street				F	G	A	G	G	Nov 2025	Nov 2027	
	Block C – Hope Street				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Block C – International Financial Services District				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Block C – St Vincent Street				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Block C – John Street				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Block C - George Street Ph. 2 (Montrose Street to High Street)				F	G	A	G	G	Aug 2026	Oct 2028	Q1 26/27 timeline Amber
	FBC2: Intelligent Street Lighting				C	C	C	C	C	Mar 2018	Jun 2019	
	Block C - George Square and Surrounding Avenues				C	G	G	G	G	May 2025	Sep 2026	
6. Metropolitan Glasgow Strategic Drainage Partnership						G	G	G	G	various	various	Overall RAG moved to Green Q1 26/27
	FBC 1: Camlachie Burn				C	C	C	C	G	Mar 2017	Jul 2019	
	FBC 2: Cardowan Surface Water Management Plan (SWMP)				C	C	C	C	G	Aug 2018	Dec 2019	
	FBC 4: South East Glasgow SWMP				C	C	C	C	G	May 2019	Jan 2021	
	FBC 3: Hillington/Cardonald SWMP- Phase 1 (Moss Heights/Halfway Community Park)	C	C	C	C	C	C	C	G	Aug 2018	May 2019	
	FBC 7: Hillington/Cardonald SWMP - Ph 2 - Queensland Gardens				C	C	C	C	G	Feb 2023	Jul 2023	
	FBC 8: Hillington/Cardonald SWMP - Ph 3: Penilee				C	C	C	C	G	Feb 2022	May 2023	
	FBC 5: Garrowhill/Ballieston SWMP				C	C	C	C	G	Aug 2019	Nov 2022	
	FBC 6: Drumchapel SWMP				C	C	C	C	G	Jan 2020	Mar 2021	

Project	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction	COMMENTS
	Cockenzie St SWMP				F	G	G	G	G	Apr 2027	Feb 2028	Q1 26/27- green after CCR approved
	Fullerton Avenue SWMP				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Eastern Springburn SWMP				F	G	G	G	G	Feb 2027	Aug 2027	Q1 26/27- green after CCR approved
	High Knightswood/Netherton SWMP				F	G	G	G	G	Aug 2027	Feb 2028	Q1 26/27- green after CCR approved
7. Clyde Waterfront West End Innovation Quarter		C	C	C		G	G	G	G	various	various	
	FBC 7: Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm Phase 1				C	C	C	G	G	Oct 2022	Jul 2024	
	Develop. Econ. Role of GU - Byres Road Public Realm Phase 2				C	G	G	G	G	Mar 2025	May 2027	
	Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay Expressway Bridge				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Develop. Econ. Role of SEC/Pacific Quay Cessnock Pedestrian Link				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Develop. Econ. Role of SEC/Pacific Quay - Canting Basin Bridge				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Investing in the Strategic Road Network to Unlock Development (M8 Jct19)				D	n/a	n/a	n/a	n/a	n/a	n/a	
	GRID - Clyde Waterfront Innovation Campus (CWIC): Site Remediation and Services (*) and Access and Connectivity (#)				C	C	C	G	G	Mar 2026	Sep 2025	
	FBC 6: CGAP Water Row Grant Award				C	C	C	C	G	Feb 2022	Jun 2024	
	Develop. Econ. Role of QEUI and Adjacencies - Development Deficit Funding 3 (*)				M	n/a	n/a	n/a	n/a	n/a	n/a	
	GRID - Clyde Waterfront Innovation Campus: Access and Connectivity (***) (#)				M	n/a	n/a	n/a	n/a	n/a	n/a	
	Developing the Economic Role of Yorkhill Hospital Site				D	n/a	n/a	n/a	n/a	n/a	n/a	
	FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm Improvements (Phase 1 and 2)				C	C	C	C	G	Mar 2018	Dec 2019	
	CGAP Development Deficit Funding - Commercial Floorspace 1 (**)				M	n/a	n/a	n/a	n/a	n/a	n/a	
	FBC 2: CGAP Development Deficit Funding Commercial Floorspace 2 (Govan Old Parish Church)				C	C	C	C	G	Jun 2019	Sep 2022	
	Access and Integrity of Waterfront - The Briggait/Lancefield Quay				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Access and Integrity of Waterfront - Yorkhill Quay				D	n/a	n/a	n/a	n/a	n/a	n/a	
	FBC 8: Access and Integrity of Waterfront - Windmillcroft Quay				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Access and Integrity of Waterfront - SEC - Active Travel				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Access and Integrity of Waterfront - Custom House Quay and Carlton Place (##)				F	G	G	G	G	Dec 2026	Jan 2029	
	Access and Integrity of Waterfront - Carlton Place (###)				M	n/a	n/a	n/a	n/a	n/a	n/a	
	FBC 4: Access and Integrity of Waterfront - Tradeston Phase 1				C	C	C	C	G	18/02/2021	Jul 2021	
	FBC 4: Access and Integrity of Waterfront - Tradeston FBC addendum									Oct 2022	Oct 2023	

Project	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction	COMMENTS	
	Access and Integrity of Waterfront– Govan Graving Docks				D	n/a	n/a	n/a	n/a	n/a	n/a		
	FBC 5: Improving Connectivity between GU and QEUH - Govan-Partick Bridge				C	C	C	G	G	Nov 2021	Sep 2024		
	FBC3: Improving Connectivity between GU and QEUH - Active Travel Route (North)				C	C	C	C	G	Oct 2019	Apr 2022		
	Improving Connectivity between GU and QEUH - Active Travel Route (South) (***)				M	n/a	n/a	n/a	n/a	n/a	n/a		
Inverclyde Council													
8. Inchgreen		C	C			G	G	G	G	various	various		
Inchgreen Ph. 1				n/a	C	C	C	G	G	Mar 2022	Mar 2024		
Inchgreen Ph. 2 (New Local Project)				n/a	C	G	G	G	G	Mar 2026	Dec 2026		
9. Ocean Terminal		C	C	n/a		C	C	C	G	various	various		
Marine Works				C	C	C	C	C	C	May 2019	Mar 2020	Finance moved to complete Q4 25/26	
Terminal Building				n/a	C	C	C	C	C	Nov 2019	Feb 2023		
10. Inverkip		C	C	n/a	C	C	C	G	G	Dec 2024	Dec 2025		
North Lanarkshire Council													
11. A8 M8 Corridor Access Improvements		C	C	n/a		G	G	G	F	various	various		
Eurocentral Access Infrastructure (Ph.1 and Ph.2)				n/a	F	G	G	G	F	Oct 2026	Apr 2027	dates amended in CCR 260723_NLC_059 approved by CEG in Q1 26/27	
Eurocentral Access Infrastructure (Ph.2 or 3)				n/a	F	G	G	G	F	Sep 2027	Jun 2028	dates amended in CCR 260723_NLC_059 approved by CEG in Q1 26/27	
Orchard Farm Roundabout				n/a	F	G	G	G	F	Aug 2026	Oct 2027		
12. Gartcosh/Glenboig Community Growth Area		C	C	C		C	C	C	G	various	various		
Glenboig Link Road - FBC 1					C	C	C	C	G	Oct 2016	Jun 2018		
Glenboig Link Road - FBC 2					C	C	C	C	G	Dec 2016	Jun 2018		
13. Pan Lanarkshire Orbital Transport Corridor		C	n/a	n/a		G	G	G	G	various	various		
RIA South - FBC WCML Crossing (FBC1)			C	n/a	C	C	C	G	G	Feb 2022	Aug 2023		
RIA South - New Dual Carriageway Rav to Motherwell (FBC2)				n/a	F	G	G	G	F	Aug 2027	Oct 2028	dates amended in CCR 260723_NLC_060 approved by CEG in Q1 26/27	
RIA North – Dualling of A723 Rav to M8 (FBC3)				n/a	D	n/a	n/a	n/a	n/a	n/a	n/a		
RIA South - Dualling of Airbles Road and Jnct improvements (FBC4)				n/a	F	G	G	G	F	Dec 2027	Mar 2029		
East Airdrie Link Road				C	n/a	F	G	G	G	F	Apr 2028	Sep 2030	
Motherwell Town Centre Interchange				C	C	C	C	C	G	C	Nov 2021	May 2023	
Renfrewshire Council													
14. Clyde Waterfront and Renfrew Riverside (CWRR)		C	C	C	C	C	C	G	G	Feb 2021	Apr 2025	overall RAG status changed from Green to Complete in Q3 25/26 however the PMO is choosing to remain at Green until finances are complete.	
15. Glasgow Airport Investment Area (GAIA)		C	C	C	C	C	C	G	G	Mar 2019	Oct 2022		
South Lanarkshire Council													

Project	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction	COMMENTS
16. Cathkin Relief Road		C	C	C	C	C	C	G	C	May 2019	Jan 2017	
17. Greenhills Road		C	C	C	C	C	C	G	G	Aug 2018	Sep 2023	
18. Stewartfield Way/East Kilbride Town Centre		C	C	n/a	F	G	G	G	F	Jun 2026	Oct 2028	
	Stewartfield Way Capacity Enhancement	C	C	n/a	F	G	G	G	F	Jun 2026	Oct 2028	
	East Kilbride Town Centre (FBC1: Demolition Contract)	C	C	n/a	n/a	n/a	n/a	n/a	F	Aug 2026	Jul 2028	Following CCR no. approved in Q3 25_26 this project is now merged with FBC2 Civic Hub
	East Kilbride Town Centre (FBC1: Demolition Contract/FBC2: Civic Hub)	C	C	n/a	F	G	G	G	G	Aug 2026	Jul 2028	
	East Kilbride Town Centre (FBC3: Housing Enabling Works)	C	C	n/a	F	G	G	G	F	Aug 2026	Aug 2027	
19. SLC Community Growth Area		C	C	C		G	G	G	G	various	various	
19a. Community Growth Area (CGA) - Newton		C	C	C						various	various	
	Newton CGA Park and Ride				C	C	C	C	G	May 2017	Dec 2017	
	Newton Farm Primary School				C	C	C	C	G	Feb 2016	Aug 2017	
	Westburn Roundabout				C	C	C	C	G	Nov 2018	Sep 2019	
	Sustainable Transport Intervention				F	A	A	A	F	May 2025	Jun 2026	
	Uddingston Grammar School				F	G	G	A	F	Sep 2026	Mar 2027	
19b. Community Growth Area - Hamilton		C	C	C						various	various	
	FBC1: Woodhead Primary School Extension				C	C	C	C	G	Aug 2018	Aug 2019	
	FBC2: Highstonehall Road Upgrade Works				C	C	C	C	G	Nov 2018	Apr 2019	
	FBC3: Woodfoot Road Transport Corridor Improvements				C	C	C	C	G	Apr 2019	Dec 2019	
	FBC4, 5 & 6: Hamilton Road Junctions Improvement (****)				C	G	A	G	G	Aug 2024	Nov 2025	
	FBC5: Wellhall Road/Hillhouse Road Junction (****)				D	n/a	n/a	n/a	n/a	n/a	n/a	
	FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions (****)				D	n/a	n/a	n/a	n/a	n/a	n/a	
	FBC7: Calderside Academy				D	n/a	n/a	n/a	n/a	n/a	n/a	Deferred as per CCR 250529_SLC_035 approved by CAB 19/8/25
19c. Community Growth Area - Larkhall		C	C	C						various	various	
	Holy Cross High Extension				C	G	G	G	G	Feb 2026	May 2027	
	Glengowan Primary School Extension				C	C	C	G	G	Aug 2021	Jun 2022	
	Larkhall Nursery Extension				n/a	n/a	n/a	n/a	G	n/a	n/a	
	Merryton Roundabout & Link Road				F	G	A	G	F	May 2026	Dec 2027	
	A72 Lanark Road / M74 Signalisation				C	C	C	G	G	May 2023	Jun 2024	
	M74 Works				F	G	G	G	F	Sep 2026	Oct 2027	
	Community Facility (Larkhall Leisure Centre)				C	G	G	G	F	Jul 2026	Sep 2028	FBC approved by DREG in July 2026
19d. Community Growth Area - East Kilbride		C	C	C						various	various	
	Park and Ride Facility - Hairmyres				C	C	C	G	G	Sep 2024	Jul 2025	
	New Primary School (Phase 1) - Jackton				C	C	C	G	G	Feb 2022	Aug 2023	
	Our Lady of Lourdes Primary School				C	C	C	G	G	Nov 2023	Aug 2024	
	St Andrews/St Brides High School				C	G	G	G	G	Mar 2026	Feb 2027	
West Dunbartonshire Council												

Project	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction	COMMENTS
20. Exxon Site Development Project		C	C	C	C	G	G	G	G	Jul 2023	Oct 2027	
Regional Projects												
21. Clyde Metro Case for Investment		n/a	n/a	n/a	n/a	G	G	G	F	n/a	various	
22. Enabling Commercial Space (ECS)										Dec 2025	Dec 2029	
ECS: EDC	Southbank House (Refurbishment)	C	n/a	n/a	F	G	G	G	F	Feb 2028	Dec 2028	
ECS: ERC	Robertson Street Industrial Units (Improvements/Replacement)		n/a	n/a	F	G	G	G	F	Nov 2026	Oct 2028	
ECS: ERC	Crossmill Industrial Units (New Build)		n/a	n/a	F	G	A	G	F	Jun 2026	Nov 2027	
ECS: GCC	The Lighthouse Ph.2 (Refurbishment)		n/a	n/a	F	G	G	G	F	Sep 2026	Jun 2027	
ECS GCC	Clyde Waterfront Innovation Campus (Enabling Infrastructure)		n/a	n/a	F	G	G	G	F	Oct 2027	Jun 2029	
ECS GCC	Red Dalmarnock X Works (New Build)		n/a	n/a	C	G	G	G	F	Feb 2026	Mar 2027	
ECS: IC	Inchgreen (New Build)		n/a	n/a	F	G	G	G	F	Nov 2026	Dec 2029	
ECS: IC	Crescent St (New Build)		n/a	n/a	F	G	G	G	F	Nov 2026	Dec 2029	
ECS: IC	Kelburn (New Build)		n/a	n/a	F	G	G	G	F	Nov 2026	Dec 2029	
ECS: IC	Ingleston Park (Refurbishment)		n/a	n/a	F	G	G	G	F	Nov 2026	Dec 2029	
ECS: NLC	Ravenscraig (New Build) ph. 1		n/a	n/a	C	G	G	G	F	Feb 2026	Jan 2027	
ECS: NLC	Ravenscraig (New Build) ph. 2		n/a	n/a	F	G	G	G	F	Sep 2026	Nov 2027	
ECS: NLC	Westfield Point (New Build)		n/a	n/a	F	G	G	G	F	Aug 2027	Jun 2028	
ECS: RC	Tech Terrace AMIDS (New Build)		n/a	n/a	F	G	G	G	F	Dec 2026	Dec 2027	
ECS: SLC	Cathcart Road (New Build)		n/a	n/a	F	G	A	G	F	Dec 2025	2029	missed in previous paper but timeline should be amber as FBC approval date has been missed.
ECS: SLC	Red Tree Labs, Shawfield Innovation Campus (New Build)		n/a	n/a	F	G	G	G	F	Nov 2026	2028	
ECS: SLC	Industrial Unit (Upgrades and Retrofit)		n/a	n/a	F	G	A	G	F	Jun 2026	2027	
ECS: WDC	Lomondside (New Build)		n/a	n/a	n/a	n/a	n/a	n/a	n/a	tbc	tbc	-
ECS: WDC	John Knox Street (New Build)		n/a	n/a	F	G	G	G	F	tbc	2027	
ECS: WDC	Ash Road (Refurbishment)		n/a	n/a	F	G	G	G	F	Aug 2026	Mar 2027	Dates confirmed by WDC on 30/7/26

Appendix 2: PROJECTS MILESTONE DATES

Main Project	Sub Project	SBC Cabinet Approval Date	OBC CEG Approval Date	OBC Cabinet Approval Date	Augmented OBC CEG Approval Date	Augmented OBC Cabinet Approval Date	OBC Cabinet Consolidated (*)	FBC CEG / Del. Auth. Approval Date	FBC Cabinet Approval Date	Papers Submission Deadline	Award of Contract	Approved Construction Start	Approved Construction End
1. Place and Growth Programme		11/02/2020	Nov 2024	Nov 2024	n/a	n/a	01/11/2024	various	various	various	various	various	various
	Westerhill Development Road							12/02/2026	no date	05/12/2025	Mar 2026	May 2026	Nov 2027
	A803 Sustainable Travel Corridor				-	-	-	no date	no date	06/12/2025	Apr-2026	no date	no date
	Bishopbriggs Town Centre Regeneration							12/02/2026	no date	05/12/2025	Mar 2026	May 2026	Dec 2026
2. M77 Strategic Corridor		23/06/2015	05/08/2015	18/08/2015	various	various	various	various	various	various	various	various	various
	Levern Works				31/01/2019	12/02/2019	12/02/2019	18/08/2015	18/08/2015	Sep 2015	Oct 2015	Nov 2015	Aug 2016
	Business Boost				as above	as above	as above	30/11/2017	n/a	Feb 2018	Mar 2018	Mar 2018	Mar 2019
	Aurs Road Realignment				28/03/2019	09/04/2019	09/04/2019	25/10/2023	n/a	15/09/2023	Nov 2023	Dec 2023	May 2026
	Balgraystone Road				as above	as above	as above	28/03/2019	n/a	Feb 2019	May 2019	Jun 2019	Apr 2020
	Balgray Station				27/07/2023	08/08/2023	08/08/2023	05/09/2024	n/a	25/07/2024	Feb 2025	Jul 2025	Sep 2026
	Levern Valley Link				Oct-2023	Oct-2023	Oct-2023	Sep-2024	n/a	Aug-2024	Oct-2024	Nov-2024	Nov-2025
	Balgray Visitor Facilities				24/10/2024	05/11/2024	05/11/2024	13/05/2026	n/a	20/03/2026	Jun 2026	Jun 2026	Feb 2027
3. Canal and North Gateway		18/08/2015	02/12/2015	15/12/2015	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various
	FBC1: Sighthill: Remediation (Contract 1)							15/12/2015	15/12/2015	Nov 2015	Dec 2015	Dec 2015	Nov 2017
	FBC 2: Sighthill Remediation (Contract 2)							18/10/2016	18/10/2016	Sep 2016	Mar 2017	Mar 2017	Apr 2023
	FBC 3: Sighthill: Cowlares Bridge; Port Dundas; and 100 Acre Hill							29/03/2018	10/04/2018	Feb 2018	Apr 2018	Jun 2018	Jul 2019
	FBC4: NGIWMS - Smart Canal							29/03/2018	10/04/2018	Feb 2018	Jun 2018	Jun 2018	Jun 2019
	NGIWMS: Cowlares Link							11/08/2022	n/a	17/06/2022	Aug-2022	Aug-2022	Aug-2023
	FBC 5: Port Dundas North Canal Bank Street and Speirs Locks Link							29/05/2019	n/a	Apr 2019	May 2019	Jun 2019	Feb 2022
	FBC 7: Sighthill M8 Pedestrian Bridge							30/01/2020	n/a	13/12/2019	Jan 2020	Mar 2020	Jul 2022
	FBC 6: Speirs Lock: Garscube Toll & Links							28/11/2019	n/a	25/10/2019	Dec 2019	Dec 2019	Feb 2022
	Port Dundas: Dobbies Loan							18/12/2025	n/a	24/10/2025	Feb 2026	Feb 2026	Nov 2026
	Port Dundas: Pinkston Access and Remediation							17/12/2026	n/a	23/10/2026	Feb 2027	Feb 2027	Aug 2027
	Cowlares: Remediation & Servicing							28/07/2022	n/a	17/06/2023	Aug-2022	Aug-2022	Aug-2023
4. Collegelands Calton Barras		18/08/2015	30/03/2016	12/04/2016	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various
	High Street Public Realm and Connectivity							18/06/2026	n/a	24/04/2026	Aug 2026	Jul 2026	Sep 2027
	FBC4: Meat Market Roads and Infrastructure (Wellpark Link project)							20/08/2024	n/a	26/04/2024	Aug 2024	Jan 2025	Jul 2025
	FBC 2: Meat Market Site Remediation							30/06/2019	n/a	May 2019	Jun 2019	Jun 2019	Aug 2020
	FBC5: Meatmarket Public Realm and Listed Structures							01/11/2024	n/a	Sep 2024	Jan 2025	Jun 2026	Oct 2028
	FBC 3: Calton Barras Action Plan – Junction Improvements							20/06/2019	n/a	01/05/2019	27/06/2019	27/06/2019	18/04/2020
	FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1							24/05/2017	06/06/2017	Apr 2017	Jan 2018	Jan 2018	Jul 2018
5. City Centre Enabling Infrastructure Integrated Public Realm		18/08/2015	30/11/2016	13/12/2016	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various
	FBC1: Sauchiehall Street Avenue							01/12/2017	n/a	Nov 2017	Dec 2017	Jan 2018	May 2019
	FBC5: Block A - Argyle St West (M8 Kingston Bridge – Union Street)							01/02/2024	n/a	22/12/2023	Jan 2024	Mar 2024	Oct 2025
	Block A - Argyle St East (Union Street to Glasgow Cross)							12/02/2026	n/a	05/12/2025	Feb 2026	Jun 2026	Mar 2029
	Block A – St Enoch's Square – Dixon Street							27/07/2023	n/a	16/06/2023	Sep-2023	Nov-2023	Jan-2026
	Block A – Bath Street East-Cathedral Street							Jan-2025	n/a	Dec-2024	Feb-2025	Apr-2025	Dec-2026

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	Block A - Kyle Street - North Hanover Street							27/03/2025	n/a	31/01/2025	Apr 2025	Jun 2025	Dec 2026
	Block A - New City Road (The Underline Phase 2)							23/09/2024	n/a	13/08/2024	Oct 2024	Oct 2024	Jun 2023
	FBC 4: Sauchiehall Street Precinct & Cambridge Street							08/06/2023	n/a	28/04/2023	Jun 2023	Sep 2023	Jul 2025
	FBC3: Holland Street/Pitt St							07/12/2022	n/a	Oct 2022	Dec 2022	Mar 2023	Jun 2025
	Block B - Elmbank Street & Elmbank Crescent							Feb 2025	n/a	Jan 2025	Mar 2025	May 2025	Nov 2026
	Block B - Stockwell Street							Dec 2025	n/a	Jul 2025	Nov 2025	Jan 2026	May 2027
	Block B - Broomielaw							Nov 2025	n/a	Oct 2025	Mar 2026	Feb 2026	Nov 2027
	Block B - Clyde Street							Nov 2025	n/a	Oct 2025	Mar 2026	Feb 2026	Nov 2027
	Block C - Hope Street							Jan 2027	n/a	Dec 2026	Feb 2027	Apr 2027	Dec 2028
	Block C - International Financial Services District							Jan 2027	n/a	Dec 2026	Feb 2027	Apr 2027	Dec 2028
	Block C - St Vincent Street							Sep 2026	n/a	Aug 2026	Oct 2026	Dec 2026	Oct 2028
	Block C - John Street							27/07/2023	n/a	16/06/2023	Aug 2023	Oct 2023	Mar 2025
	Block C - George Street Ph. 2 (Montrose Street to High Street)							06/08/2026	n/a	12/06/2026	Mar 2027	Apr 2027	Oct 2028
	FBC2: Intelligent Street Lighting							29/03/2018	10/04/2018	Feb 2018	Feb 2018	Dec 2018	Jun 2019
	Block C - George Square and Surrounding Avenues							14/05/2025	n/a	14/03/2025	May 2025	Jul 2025	Sep 2026
6. Metropolitan Glasgow Strategic Drainage Partnership		18/08/2015	03/02/2016	16/02/2016	02/08/2018	14/08/2018	14/08/2018	various	various	various	various	various	various
	FBC 1: Camlachie Burn							29/03/2017	11/04/2017	May 2017	Jun 2017	Jun 2017	Jul 2019
	FBC 2: Cardowan Surface Water Management Plan (SWMP)							02/08/2018	14/08/2018	May 2018	Jun 2018	Jul 2018	Dec 2019
	FBC 4: South East Glasgow SWMP							23/05/2019	n/a	May 2019	Jun 2019	Jul 2019	Jan 2021
	FBC 3: Hillington/Cardonald SWMP- Phase 1 (Moss Heights/Halfway Community Park)							30/08/2018	n/a	Aug 2018	Aug 2018	Sep 2018	May 2019
	FBC 7: Hillington/Cardonald SWMP - Ph 2 - Queensland Gardens							24/02/2023	n/a	Jan 2023	Feb 2023	22/02/2023	Jul 2023
	FBC 8: Hillington/Cardonald SWMP - Ph 3: Penilee							24/02/2022	n/a	Feb 2022	Feb 2022	Feb 2022	May 2023
	FBC 5: Garrowhill/Ballieston SWMP							29/08/2019	n/a	Jul 2019	Aug 2019	Sep 2019	Nov 2022
	FBC 6: Drumchapel SWMP							30/01/2020	n/a	13/12/2019	Feb 2020	Mar 2020	Mar 2021
	Cockenzie St SWMP							Apr 2027	n/a	Feb 2027	Apr 2027	Apr 2027	Feb 2028
	Fullerton Avenue SWMP							Feb 2023	n/a	Jan 2023	May 2020	Jul 2022	Mar 2023
	Eastern Springburn SWMP							Feb 2027	n/a	Dec 2026	Feb 2027	Feb 2027	Aug 2027
	High Knightswood/Netherton SWMP							Aug 2027	n/a	Jun 2027	Aug 2027	Aug 2027	Feb 2028
7. Clyde Waterfront West End Innovation Quarter		18/08/2015	30/03/2016	12/04/2016	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various
	FBC 7: Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm Phase 1							26/10/2022	n/a	16/09/2022	Nov 2022	Jan 2023	Jul 2024
	Develop. Econ. Role of GU - Byres Road Public Realm Phase 2							27/03/2025	n/a	31/01/2025	Apr 2025	Jun 2025	May 2027
	Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay - Expressway Bridge							Oct 2023	n/a	Sep 2023	Nov 2023	Nov 2023	Nov 2024
	Develop. Econ. Role of SEC/Pacific Quay - Cessnock Pedestrian Link							Sep 2024	n/a	Aug 2024	Oct 2024	Oct 2024	Sep 2025
	Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link							09/06/2022	n/a	29/04/2022	Jul 2022	Jul 2022	Jul 2023
	Develop. Econ. Role of SEC/Pacific Quay - Canting Basin Bridge							Sep 2024	n/a	Aug 2024	Oct 2024	Oct 2023	Oct 2025
	Investing in the Strategic Road Network to Unlock Development (M8 Jct19)							Feb 2024	n/a	Jan 2024	Mar 2024	Mar 2024	Mar 2025
	GRID - Clyde Waterfront Innovation Campus (CWIC): Site Remediation and Services (*) and Access and Connectivity (#)							05/03/2026	n/a	30/01/2026	May 2019	May 2019	Sep 2025
	FBC 6: CGAP Water Row Grant Award							03/02/2022	n/a	24/12/2021	Feb 2021	Mar 2022	Jun 2024
	Develop. Econ. Role of QEUI and Adjacencies - Development Deficit Funding 3 (*)							27/07/2023	n/a	16/06/2023	Sep 2023	Sep 2023	Feb 2025

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	GRID – Clyde Waterfront Innovation Campus: Access and Connectivity (***) (#)							Mar-2026	n/a	Feb-2026	May-2026	May-2026	Apr-2028
	Developing the Economic Role of Yorkhill Hospital Site							Aug-2024	n/a	Jul-2024	Sep-2024	Sep-2024	Aug-2025
	FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm Improvements (Phase 1 and 2)							29/03/2018	10/04/2018	Mar 2018	Apr 2018	Apr 2018	Dec 2019
	CGAP Development Deficit Funding – Commercial Floorspace 1 (**)							Nov-2021	n/a	Oct-2021	Dec-2021	Dec-2021	Oct-2022
	FBC 2: CGAP Development Deficit Funding Commercial Floorspace 2 (Govan Old Parish Church)							20/06/2019	n/a	01/05/2019	Jun 2019	Jun 2019	Sep 2022
	Access and Integrity of Waterfront – The Briggait/Lancefield Quay							Apr-2024	n/a	Mar-2024	May-2024	May-2024	Nov-2025
	Access and Integrity of Waterfront – Yorkhill Quay							Apr-2024	n/a	Mar-2024	May-2024	May-2024	May-2025
	FBC 8: Access and Integrity of Waterfront – Windmillcroft Quay							28/07/2022	n/a	17/06/2022	Aug-2022	Aug-2022	Mar-2024
	Access and Integrity of Waterfront – SEC – Active Travel							Mar-2024	n/a	Feb-2024	Apr-2024	Apr-2024	Apr-2026
	Access and Integrity of Waterfront – Custom House Quay and Carlton Place (##)							17/12/2026	n/a	23/10/2026	Jan 2027	Jan 2027	Jan 2029
	Access and Integrity of Waterfront – Carlton Place (##)							Dec-2026	n/a	Nov-2026	Feb-2027	Feb-2027	Jan-2029
	FBC 4: Access and Integrity of Waterfront – Tradeston Phase 1							18/02/2021	n/a	09/12/2020	Dec 2020	Feb 2021	Jul 2021
	FBC 4: Access and Integrity of Waterfront – Tradeston FBC addendum							28/10/2022	n/a	Oct 2022	Nov 2022	Mar 2023	Oct 2023
	Access and Integrity of Waterfront – Govan Graving Decks							Apr-2023	n/a	Mar-2023	May-2020	Apr-2023	Apr-2024
	FBC 5: Improving Connectivity between GU and QEUH – Govan-Partick Bridge							25/11/2021	07/12/2021	15/10/2021	Dec 2021	Jan 2022	Sep 2024
	FBC3: Improving Connectivity between GU and QEUH – Active Travel Route (North)							31/10/2019	n/a	20/09/2019	17/10/2019	Sep 2020	Apr 2022
	Improving Connectivity between GU and QEUH – Active Travel Route (South) (***)							Aug-2023	n/a	Jul-2023	Sep-2023	Sep-2023	Feb-2025
8. Inchgreen		12/02/2019	28/01/2021	01/06/2021	n/a	n/a	01/06/2021	various	various	various	various	various	various
	Inchgreen Ph. 1				n/a	n/a		17/03/2022	n/a	04/02/2022	Apr 2022	Apr 2022	Mar 2024
	Inchgreen Ph. 2 (New Local Project)				n/a	n/a		04/03/2026	n/a	30/01/2026	Mar 2026	Mar 2026	Dec 2026
9. Ocean Terminal		20/10/2015	27/09/2017	10/10/2017	various	various	various	various	various	various	various	various	various
	Marine Works				29/05/2019	04/06/2019	04/06/2019	29/05/2019	04/06/2019	May 2019	Apr 2019	Jun 2019	Mar 2020
	Terminal Building				28/11/2019	10/12/2019	10/12/2019	28/11/2019	10/12/2019	25/10/2019	Dec 2019	Apr 2021	Feb 2023
10. Inverkip		20/10/2015	27/09/2017	10/10/2017	25/10/2023	07/11/2023	07/11/2023	4/12/2024	n/a	13/09/2024	Dec 2024	Jan 2025	Dec 2025
11. A8 M8 Corridor Access Improvements		18/08/2015	11/08/2022	30/08/2022	n/a	n/a	30/08/2022	various	various	various	various	various	various
	Eurocentral Access Infrastructure (Ph.1 and Ph.2)				n/a	n/a		Oct 2026	n/a	Sep 2026	Nov 2026	Jan 2027	Apr 2027
	Eurocentral Access Infrastructure (Ph.2 or 3)				n/a	n/a		Sep 2027	n/a	Jul 2027	Sep 2027	Oct 2027	Jun 2028
	Orchard Farm Roundabout				n/a	n/a		06/08/2026	n/a	12/06/2026	Sep 2026	Oct 2026	Oct 2027
12. Gartcosh/Glenboig Community Growth Area		18/08/2015	25/05/2016	06/06/2016	28/03/2019	09/04/2019	09/04/2019	various	various	various	various	various	various
	Glenboig Link Road - FBC 1							18/10/2016	18/10/2016	Sep 2016	Nov 2016	May 2017	Jun 2018
	Glenboig Link Road - FBC 2							30/12/2016	13/12/2016	Nov 2016	Dec 2016	May 2017	Jun 2018
13. Pan Lanarkshire Orbital Transport Corridor		18/08/2015	various	various	n/a	n/a	various	various	various	various	various	various	various
	RIA South - FBC WCML Crossing (FBC1)		24/09/2020	06/10/2020	n/a	n/a	06/10/2020	03/02/2022	n/a	24/12/2021	Feb 2022	Mar 2022	Aug 2023
	RIA South - New Dual Carriageway Rav to Motherwell (FBC2)							Aug 2027	n/a	Jun 2027	Aug 2027	Oct 2027	Oct 2028
	RIA North – Dualling of A723 Rav to M8 (FBC3)							06/06/2024	06/08/2024	26/04/2023	Jul 2024	Oct-2024	Dec-2026
	RIA South - Dualling of Airbles Road and Jnct improvements (FBC4)							Dec 2027	n/a	Nov 2027	Jan 2028	Feb 2028	Mar 2029
	East Airdrie Link Road		Apr 2023	06/08/2024	n/a	n/a	06/08/2024	Apr 2028	n/a	Mar 2028	May 2028	Sep 2028	Sep 2030

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-	Motherwell Town Centre Interchange		29/03/2018	10/04/2018	29/05/2019	04/06/2019	04/06/2019	03/11/2021	n/a	Sep 2021	Dec 2021	Jan 2022	May 2023
	14. Clyde Waterfront and Renfrew Riverside (CWRR)	23/06/2015	30/11/2016	13/12/2016	02/08/2018	14/08/2018	14/08/2018	25/02/2021	6/04/2021	15/01/2021	Mar 2021	Jul 2021	Apr 2025
	15. Glasgow Airport Investment Area (GAIA)	23/06/2015	30/11/2016	13/12/2016	29/11/2018	11/12/2018	11/12/2018	28/03/2019	9/04/2019	Feb 2019	Jun 2019	Jul 2019	14/10/2022
	16. Cathkin Relief Road	18/08/2015	02/12/2015	20/10/2015	29/05/2019	04/06/2019	04/06/2019	23/05/2019	4/06/2019	Apr 2019	Feb 2016	Apr 2016	Jan 2017
	17. Greenhills Road	18/08/2015	03/08/2016	18/10/2016	30/08/2018	09/10/2018	09/10/2018	30/08/2018	09/10/2018	Jul 2018	Nov 2018	Mar 2019	Sep 2023
	18. Stewartfield Way/East Kilbride Town Centre	01/06/2021	various	various	n/a	n/a	various	Jun 2026	n/a	Apr 2026	Jul 2026	Oct 2026	Oct 2028
	Stewartfield Way Capacity Enhancement		24/10/2024	24/10/2024	n/a	n/a	24/10/2024	18/06/2026	n/a	24/04/2026	Jul 2026	Oct 2026	Oct 2028
	East Kilbride Town Centre (FBC1: Demolition Contract)	-	13/02/2025	25/02/2025	n/a	n/a	25/02/2025	06/08/2026	n/a	12/06/2026	Sep 2026	Oct 2026	Jul 2028
	East Kilbride Town Centre (FBC1: Demolition Contract/FBC2: Civic Hub)							06/08/2026	n/a	12/06/2026	Sep 2026	Oct 2026	Jul 2028
	East Kilbride Town Centre (FBC3: Housing Enabling Works)							06/08/2026	n/a	12/06/2026	Sep 2026	Oct 2026	Aug 2027
	19. SLC Community Growth Area	18/08/2015	02/12/2015	15/12/2015	02/08/2018	various	various	various	various	various	various	various	various
	19a. Community Growth Area (CGA) - Newton	18/08/2015	02/12/2015	15/12/2015	02/08/2018	14/08/2018	14/08/2018	various	various	various	various	various	various
	Newton CGA Park and Ride							24/05/2017	06/06/2017	Apr 2017	May 2017	Jun 2017	Dec 2017
	Newton Farm Primary School							03/02/2016	16/02/2016	Jan 2016	Feb 2016	Feb 2016	Aug 2017
	Westburn Roundabout							29/11/2018	n/a	Oct 2018	Dec 2018	Mar 2019	Sep 2019
	Sustainable Transport Intervention							14/05/2025	n/a	14/03/2025	Jun 2025	Jun 2025	Jun 2026
	Uddingston Grammar School							17/09/2026	n/a	24/07/2025	Sep 2026	Oct 2026	Mar 2027
	19b. Community Growth Area - Hamilton		28/09/2016	18/10/2016	02/08/2018	14/08/2018	14/08/2018	various	various	various	various	various	various
	FBC1: Woodhead Primary School Extension							02/08/2018	14/08/2018	Jul 2018	Aug 2018	Sep 2018	Aug 2019
	FBC2: Highstonehall Road Upgrade Works							29/11/2018	n/a	Oct 2016	Aug 2018	Aug 2018	Apr 2019
	FBC3: Woodfoot Road Transport Corridor Improvements							25/04/2019	n/a	Mar 2019	Apr 2019	Jun 2019	Dec 2019
	FBC4, 5 & 6: Hamilton Road Junctions Improvement (****)							20/08/2024	n/a	Jun 2024	Sep 2024	Jan 2025	Nov 2025
	FBC5: Wellhall Road/Hillhouse Road Junction (****)							20/08/2024	n/a	Jun 2024	Sep 2024	Oct 2024	Jul 2025
	FBC 6: Woodfoot Rd., Gateside St and Strathaven Rd Junctions (****)							20/08/2024	n/a	Jun 2024	Sep 2024	Oct 2024	Jul 2025
	FBC7: Calderside Academy							14/05/2025	n/a	14/03/2025	Jun 2025	Jul 2025	Jul 2026
	19c. Community Growth Area - Larkhall		01/02/2017	14/02/2017	25/04/2019	13/08/2019	13/08/2019	various	various	various	various	various	various
	Holy Cross High Extension							12/02/2026	n/a	05/12/2025	Dec 2025	Feb 2026	May 2027
	Glengowan Primary School Extension							02/08/2021	n/a	18/06/2021	Jul 2021	Aug 2021	Jun 2022
	Larkhall Nursery Extension							n/a	n/a	n/a	Mar 2024	Mar 2024	Aug 2024
	Merryton Roundabout & Link Road							13/05/2026	n/a	20/03/2026	May 2026	Jun 2026	Dec 2027
	A72 Lanark Road / M74 Signalisation							25/05/2023	n/a	28/04/2023	Dec 2023	Dec 2023	Jun 2024
	M74 Works							17/09/2026	n/a	24/07/2026	Sep 2026	Oct 2026	Oct 2027
	Community Facility (Larkhall Leisure Centre)							16/07/2026	n/a	20/03/2026	Aug 2026	Aug 2026	Sep 2028
	19d. Community Growth Area - East Kilbride		02/12/2015	15/12/2015	02/08/2018	14/08/2018	14/08/2018	various	various	various	various	various	various
	Park and Ride Facility - Hairmyres							04/09/2024	n/a	21/08/2024	05/09/2024	Oct 2024	Jul 2025
	New Primary School (Phase 1) - Jackton							03/02/2022	n/a	24/12/2021	Feb 2022	Mar 2022	Aug 2023
	Our Lady of Lourdes Primary School							03/11/2023	n/a	15/09/2023	Nov 2023	Nov 2023	Aug 2024

Main Project	Sub Project	SBC Cabinet Approval Date	OBC CEG Approval Date	OBC Cabinet Approval Date	Augmented OBC CEG Approval Date	Augmented OBC Cabinet Approval Date	OBC Cabinet Consolidated (*)	FBC CEG / Del. Auth. Approval Date	FBC Cabinet Approval Date	Papers Submission Deadline	Award of Contract	Approved Construction Start	Approved Construction End
	St Andrews/St Brides High School							04/03/2026	n/a	Jan 2026	Mar 2026	Mar 2026	Feb 2027
20. Exxon Site Development Project		18/08/2015	29/03/2017	11/04/2017	31/01/2019	12/02/2019	12/02/2019	27/07/2023	n/a	16/06/2023	Sep 2023	Jan 2025	Oct 2027
21. Clyde Metro Case for Investment		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2026
22. Enabling Commercial Space (ECS)		25/02/2025	13/02/2025	25/02/2025	n/a	n/a	25/02/2025	various	various	various	various	various	various
	Southbank House (Refurbishment)							Feb 2028	tbc	tbc	Mar 2028	Mar 2028	Dec 2028
	Robertson Street Industrial Units (Improvements/Replacement)							05/11/2026	tbc	03/09/2026	Nov 2026	Mar 2027	Oct 2028
	Crossmill Industrial Units (New Build)		-	-	-	-	-	18/06/2026	tbc	24/04/2026	Jul 2026	Oct 2026	Nov 2027
	The Lighthouse Ph.2 (Refurbishment)		-	-	-	-	-	17/09/2026	tbc	24/07/2026	Oct 2026	Oct 2026	Jun 2027
	Clyde Waterfront Innovation Campus (Enabling Infrastructure)							Oct 2027	tbc	tbc	Nov 2027	Jan 2028	Jun 2029
	Red Dalmarnock X Works (New Build)							12/02/2026	tbc	24/10/2025	Feb 2026	Mar 2026	Mar 2027
	Inchgreen (New Build)							05/11/2026	tbc	03/09/2026	Nov 2026	Dec 2026	Dec 2029
	Crescent St (New Build)							05/11/2026	tbc	03/09/2026	Nov 2026	Dec 2026	Dec 2029
	Kelburn (New Build)							05/11/2026	tbc	03/09/2026	Nov 2026	Dec 2026	Dec 2029
	Ingleston Park (Refurbishment)							05/11/2026	tbc	03/09/2026	Nov 2026	Dec 2026	Dec 2029
	Ravenscraig (New Build) ph. 1							12/02/2026	tbc	05/12/2025	Feb 2026	Feb 2026	Jan 2027
	Ravenscraig (New Build) ph. 2							17/09/2026	tbc	24/07/2026	Oct 2026	Nov 2026	Nov 2027
	Westfield Point (New Build)							Aug 2027	tbc	tbc	Sep 2027	Nov 2027	Jun 2028
	Tech Terrace AMIDS (New Build)							17/12/2026	n/a	23/10/2026	Jan 2027	Jan 2027	Dec 2027
	Cathcart Road (New Build)							18/12/2025	tbc	24/10/2025	Sep 2025	Dec 2025	Sep 2029
	Red Tree Labs, Shawfield Innovation Campus (New Build)							05/11/2026	tbc	03/09/2026	tbc	Jan 2027	Apr 2028
	Industrial Unit (Upgrades and Retrofit)							18/06/2026	tbc	24/04/2026	tbc	Jun 2026	Jul 2027
	Lomondside (New Build)				-	-		tbc	tbc	tbc	tbc	tbc	tbc
	John Knox Street (New Build)							tbc	tbc	tbc	tbc	tbc	Sep 2027
	Ash Road (Refurbishment)							31/08/2026	tbc	Aug 2026	Oct 2026	Oct 2026	Mar 2027

Appendix 3: PROGRAMME RISK REGISTER

Text changed from the previous version are reported in ***Bold Italic***. List of strategic objectives can be found in the endnotes at the end of this document ⁱ

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in period
rsk 0007	24/01/2020	Open	Financial	Public Sector/Partner Funding Availability	RISK: Member Authority and Partner funding contributions do not materialise CAUSE: Pressures on public sector funding from Govt. impacting on capital and revenue budgets along with pressures arising from high interest rates, high borrowing costs and the potential for member authorities not agreeing a balanced budget. Member authority inability to spend grants in required timescales can mean that funding will be lost. EFFECT: Impact on Member Authorities' capital borrowing and revenue funding	G.	PMO- Director of Regional Economic Growth	PMO- Finance Manager	4	4	16	Very High	Treat	Member Authorities must receive local approval for their 14% funding contribution and their own Business Cases prior to submitting this to the GCR PMO for appraisal. Individual Member Authorities assess the priority of their proposed City Deal projects alongside their own wider capital investment programmes for their local area. Debt financing costs will be met from Member Authority resources and be in line with the Prudential Borrowing Code. Member Authorities' financial positions continue to be assessed via quarterly financial monitoring. Project Status Report template has been extended to capture external funding sources for projects and this funding and associated spend is now also being reported to PMO by MAs and reviewed. Member Authorities continue to face increased pressures on their capital programmes. Approval has been granted by the UK and Scottish govts for the reallocation of £64m of unallocated GAAP funds to help address additional project costs and to reduce requirement for Additional Member Contributions. The approval process for this allocation to members is now in progress with WDC / ERC / RC / GCC / EDC / SLC / NLC having some or all of their funds added to their business case approvals. The level of Additional Member Contributions continues to increase in order to achieve satisfactory project completion. Delivery Confidence returns submitted 10/10/2025 have not indicated any funding issues across 22 projects.	4	2	8	Medium	13/07/2026	↔
rsk 0009	24/01/2020	Open	Financial / reputational /economic	Deal GVA and Jobs targets not achieved	RISK: Programme GVA and Jobs targets not achieved / Benefit Cost Ratio reduced CAUSE: Potential increased project costs and reduced benefits resulting from impacts of Covid-19 on Project delivery and global macroeconomy. Reduced demand for follow-on investment outputs (e.g. office and residential space due to higher interest rates on mortgages/borrowing costs). Cumulative impact of changes to individual projects' costs (due to inflation/interest rates etc.)/timelines including projects delivery extending beyond 2025 which economic case was modelled upon / operational job	A.	PMO- Head	PMO-Head	4	4	16	Very High	Treat	The Programme wide Reprogramming exercise which commenced in Dec 2020 has now concluded. All Member Authorities have now restated their programme finances, scope and timescales. Gateway 2 Review outputs delivered to date show positive progress. Outcomes that were not captured in project OBCs and, as such, are described as 'windfall' were reported for the first time in the QPR for Q1 2024/25 for some projects and included within the Gateway Review 2 evidence reports. The Programme Level BCR remains positive following the submission of MAs' individual Reprogramming Reports. Delivery Confidence returns submitted 10/10/2025 have not indicated any Benefits Realisation issues across 22 projects. Arrangements for how Regional Partners report their contribution and support with Benefits Realisation are currently being reviewed by the Regional Partnership Manager. New reporting arrangements will take affect from Q2 2026/27 .	4	2	8	Medium	24/07/2026	↔

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in period
					requirements reduced due to increasing trend for automation. Potential shifts in demand for office space that reflect the increased prevalence of home-working and hybrid-working employment patterns. EFFECT: reduced grant due to failure to meet Deal Payment by Results targets															
rsk 0010	24/01/2020	Open	Economic / financial	Attraction of follow-on investment	RISK: Failure to attract necessary follow on investment to deliver the economic benefits of the City Deal funded Projects. CAUSE: Poor economic conditions, socio-economic factors including depopulation may be a deterrent for investors in certain areas. The impacts of Covid-19 on the global macroeconomy may impact negatively on investor confidence/activity in the medium to long term. Higher than anticipated interest rates which will dampen housing market demand reduce/slow housing developer investment EFFECT: Projects fail to deliver the economic benefits and follow on private sector investments. Impact on Payment By Result targets	G.	PMO-Director of Regional Economic Growth	PMO-Head	4	3	12	High	Transfer	The responsibility for securing follow on investment described in each of the OBCs lies with individual MAs and arrangements for attracting inward investment are appraised by the PMO as part of the business case appraisal process with monitoring on follow on outcomes on a quarterly basis. Commercial Property Demand and Supply study is complete and has informed Gateway 2 Evaluation Report. The UK Govt and Scottish Government have invited GCR to develop a business case for a Regional Investment Zone which may provide further support to City Deal benefits realisation. Investment Zone Gateway 4 submitted to governments end September 2025. IZ Strategic Outline Programme Business Case to be considered Nov 2025 Cabinet and if approved will see additional support for a number of City Deal projects. AMIDs has been selected by UK Government as a Priority Pathfinder project that all bodies with regional arms (including NWF, BBB, GBE, OFI, NISTA) will coalesce around and collaborate to support areas to maximise the potential of these projects. First AMIDs workshop with NWF took place Jan 2026. NWF support requirements for Metro and action plan has now been agreed. Arrangements for how Regional Partners report their contribution and support with Benefits Realisation are currently being reviewed by the Regional Partnership Manager. New reporting arrangements will take affect from Q2 2026/27. Site Marketing Lessons Learned session held with Lead Officers June 2026.	4	2	8	Medium	24/07/2026	→
rsk 0042	15/01/2021	Open	Sustainable Procurement	Achievement of Community Benefits	RISK: The commitments within the Regional Sustainable Procurement Strategy are not implemented by all MAs. CAUSE: Systems, processes, documents, guidance and support made available to MAs for use to maximise opportunities from suppliers and for delivery of benefit outcomes not being adopted and applied consistently by all MAs. EFFECT: Loss of opportunities in Contracts and Non delivery of Benefit Outcomes.		PMO-Head	PMO-Head	3	4	12	High	Treat	MAs are expected to report the securing and delivery of Community Benefits (CBs) using the Cenefits online reporting tool as set out in the Programme Management Toolkit and this is appraised as part of the business case appraisal process. Four Member Authorities are now using Cenefits for BAU. The PMO continues to report on the performance of MAs in the Quarterly Performance Report. Updated versions of the Buyers' and Suppliers' Guides V7.2 were issued December 2024 including the updated Community Benefits Menu where new points values have been added to accommodate requests on the Community Benefit Hub, extending community benefit to include Tier 2 contract awards to local SMEs, Social Enterprises and Supported businesses and for options for hidden poverty and to incentivise contract awards. Five Member Authorities are now live with the Hub. A number of anchor organisations have now joined the Hub as part of Phase 2 roll-out. The third annual review of progress towards the Action Plan was presented to	3	2	6	Medium	24/07/2026	→

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														13 Feb 2025 Regional Partnership meeting, at their meeting on 27 Nov 2025. PSG approved submission to the Regional Partnership on 6 August a lighter-touch approach agreed, focusing only on actions with a clear regional role. Final update report will be considered at Regional Partnership meeting Autumn 2026.						
rsk 0003	14/11/2017	Open moved from Issue Log (is_0013)	Professional	Submission of Incomplete Business Cases by MAs	RISK: Impact on project delivery CAUSE: Some business cases are submitted to the PMO by MAs either late and/or incomplete. This causes a significant challenge to the PMO in appraising the Business Case within the timescale and potentially compromises the quality of the appraisal and the recommendation made to CEG and Cabinet. EFFECT: The submission of late and/or incomplete business compromises the business case approval process and the outsourcing of reviewers to form the appraisal team. .	N/A	PMO-Head	PMO - Programme Mgr	3	3	9	Medium	Treat	Additional guidance on business case submission process has been included within the Programme Management Toolkit. Audit of compliance with business case submissions completed and approved at 02/06/2020 Cabinet. Follow-up actions from the Audit successfully completed. Scheme of Delegation approved by CEG and Cabinet in August 2020 giving permission for Director of Regional Economic Growth to approve compliant FBCs below £4.5m which are aligned to approved OBC. Member Authorities providing presentation of business cases to PMO at time of submission resulting in fewer 'partly compliant' ratings in business case appraisals/fewer resubmissions of each business case. The Incoming Document Tracker being trialled by the PMO is a new mechanism to record and track the series of actions in the business case appraisal process including presentations and revisions. Green Book training completed by PMO and Lead Officers May 2024. Appraisal Table has been reviewed and updated by the PMO for issue to Lead Officers' Group following completion of Green Book training in 2024. All Outline Business Cases have now been approved. More than 50% of Full Business Cases have now been approved. A further round of Green Book Training has been organised for PMO and MA staff August 2026.	3	1	3	Low	24/07/2026	↔
rsk 0008	24/01/2020	Open	Socio-Political	Political and public support for City Deals / Growth Deals	RISK: Loss of political and/or public support for the City Deal CAUSE: Political decisions / change in policy priorities / local opposition to individual projects. 2024 General Election/ new legislation EFFECT: City Deal/Growth Deal Programme funding impacted / negative public perception of Deal projects	G.	PMO-Director of Regional Economic Growth	PMO-Head	4	3	12	High	Treat	Maintain support for City Deal through ongoing communication with governments, key stakeholders and public regarding Deal benefits. Regular updates on Programme and Project progress are issued via media / social media. A Programme Communication, Marketing and Engagement Strategy in place. Forward plan of comms activity for key milestones. Progress and relevant matters including FOIs and journalist enquiries are raised / discussed at each GCR Comms Group and considered in relation to likely media interest, planned media releases and coverage. National Planning Framework 4 references Metro project as national priority. GCR engaged in a Scotland Office-led review of Growth Deals and the next steps for growth deals across Scotland. The PMO is developing a political engagement strategy/elected member briefings. Findings from Gateway Review 2 reports produced to date show support remains high for the Deal. The Gateway 2 Approval Letter was received June 2025. Both governments expressed their ongoing support for the Glasgow City Region Deal and recognised the significant progress at the Annual Conversation 2025. Both governments continue to commit additional funding to City Deal project sites to address viability gaps. Arrangements for how Regional Partners report their contribution and support with Benefits Realisation are currently being reviewed by the Regional Partnership	2	2	4	Low	24/07/2026	↔

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in period
														Manager. New reporting arrangements will take affect from Q2 2026/27 .						
rsk 0013	24/01/2020	Open	Environmental	Sustainability, efficient use of natural resources and Climate Change	RISK: Failure to address sustainability and efficient use of natural resources and Climate Change including failure to produce energy consumption savings and reducing emissions. CAUSE: MA not considering sustainable solutions and not including the relevant expertise in the design and delivery of the programme. EFFECT: MAs not fulfilling commitments to residents. Council fails to meet Carbon Reduction or Climate Change Targets.	D.	PMO-Head	PMO-Head	3	2	6	Medium	Treat	The annual update report on the Sustainable Procurement Strategy and the updated Action Plan for 2024/25 was approved by Regional Partnership December 2024. The GCR has been working closely with the Scottish Government in relation to carbon accounting for City Deal projects. A Carbon Categorisation section has been added to the Project Status Report capturing control and influence categorisation. Programme Manager attending Scottish City Deal Decarbonisation Working Group. Lead Officers undertook a carbon classification exercise for all their projects in accordance with the Scottish City Region and Growth Deals Carbon Management Guidance for Projects and Programmes and in October 2022, the Sustainable Development Manager of the Scottish Government received the carbon categories for 111 subprojects. The Scottish Government's Sustainable Procurement Tools are fully embedded in the refreshed Buyers Guide that was signed off by PSG 13 July 2023. The Sustainable Development Manager at SG delivered a session on the "Application of PAS 2080 in Difficult Circumstances" in Oct 2023 for all project managers. PMO submitted a revised Carbon Accounting summary to the SG end Nov 2023. Programme Manager attended and presented on implementation of the Scottish and UK Government Carbon Management Guidance for Projects and Programme at the ICE Scotland PAS 2080 on 29 August 2024. Decarbonisation technical director at WSP presented to PSG meeting on 25/07/2024 about Contracts, climate change & Infrastructure. Further Carbon Management training was delivered by the Scottish Government on 9/9/25 with PMO and Lead Officers in attendance. Revised Carbon Management Guidance has been issued by governments in March 2026. The PMO will update the Appraisal Template to align with the revised guidance. Following a request from the Scottish Government, the carbon categorisation at Project has been reviewed and the updated categorisations have been resubmitted to the Scottish Government. A detailed review of the carbon categorisation for all sub-projects will be carried out in the near future.	2	2	4	Low	27/07/2026	→

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rsk 0001	24/01/2020	Open	Finance	Programme Spend behind Planned Grant Payment Schedule	RISK: Programme does not meet forecasted spending profile set out within the annual forecast submitted to Scottish Government as required by the Grant Letter. Programme may fail to spend and therefore claim all City Deal monies by 2035 deadline. CAUSE: Programme delay due to Member Authorities (MAs) and other agencies upon which they have a dependency (e.g. Transport Scotland/NHS) failing to deliver projects and spend as planned as a result of delays with approvals/business case development etc. EFFECT: Programme may underspend against grant receipt and impact upon release of future tranches of investment funding. Programme may fail to spend all UK and Scottish Govt funds by deadline with this investment and economic benefits lost to the Region's economy.	N/A	PMO-Head	PMO-Finance Manager	4	3	12	High	Treat	FSG continue to monitor actual spend compared with projected spend each quarter. GCR continues to spend ahead of grant receipt and has absorbed accelerated funds of £65m in 2020/21 and £32m in 2021/22. Expenditure is currently running £157m above grant awards with £15m still to be paid from 24/25 and £60m per annum in subsequent years. Delays with the development of the Strategic Transport Project Review (STPR2) Delivery Plan had heightened the risk that Glasgow Airport Access Project funding may not be able to be spent and claimed by required timescales. Reallocation of GAAP funds has now been approved by governments with spending plans developed. Projected spend forecasts remain ahead of grant receipt. Projects have been identified and some sums already approved for members to spend the sums reallocated from the Airport Access Project. Emphasis has been placed on construction end dates for members as there have been many delays to projects over the programme thus far. Ensuring the projects meet their projected spend profile will also ensure the project spend is achieved and there are no major overspends or even underspends resulting from incomplete projects. Inverclyde Council's Change Control Request seeking to vire the remaining funds from Ocean Terminal to Inchgreen Phase 2 project was approved Nov 2025 Cabinet, with this concluding the allocation of all City Deal funds. The request by the Scottish Government for the Monklands Replacement Hospital FBC to be revisited may have an impact on the related NLC East Airdrie Link Road project and the Deal spend projections.	3	2	6	Medium	24/07/2026	↑
rsk 0004	24/01/2020	Open	Financial	Alignment with new / emerging policies and investment programmes	RISK: Misalignment of City Deal objectives with emerging National, Regional and Local Strategies (i.e. Local Transport Strategies, Strategic Transport Projects Review (STPR2), Rail Investment Strategy etc.) investment plans (e.g. of public utilities) and Climate Change. CAUSE: Programme Assembly exercise undertaken in 2013/14 under differing policy priorities. Dependencies on other agencies not managed. Additional requirements in carbon management. EFFECT: Reduced ability to access external funding aligned to new/emerging policy priorities and missed opportunities to leverage additional public/private	G.	PMO-Head	PMO-Head	4	3	12	High	Treat	Commitments from Cabinet to contribute to new / emerging policy priorities including Inclusive Growth and Tackling Poverty. Government announcement in January 2020 of Clyde Mission, a new initiative of national importance which will include a number of City Deal projects within its geography. £10 million of funding for Clyde Mission projects announced in Summer 2020 with successful applicants confirmed Jan 2021. National Planning Framework 4 references Metro project as national priority. Clyde Mission was migrated to the GCR August 2023 to lead delivery. Transport Scotland's STPR2 Phase Two report has sifted in Metro project to progress to business case development. City Deal Community Benefits approach supports aspirations within Scottish Government's Community Wealth Building Bill. The UK Govt and Scottish Govt have invited GCR to develop a business case for a Regional Investment Zone which may provide further support to City Deal benefits realisation. IZ Strategic Outline Programme Business Case to be considered Nov 2025 Cabinet and if approved will see additional support for a number of City Deal projects including the Glasgow Airport Investment Area. NWF support requirements for Metro and action plan has now been agreed. First AMIDs workshop with NWF took place Jan 2026. NWF support requirements for Metro and action plan has now been agreed. Arrangements for how Regional Partners report their contribution and support with	3	1	3	Low	24/07/2026	↔

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in period
					sector investment.									Benefits Realisation are currently being reviewed by the Regional Partnership Manager. New reporting arrangements will take affect from Q2 2026/27. UKG Local Growth Fund aligned with City Deal Enabling Commercial Space programme.						
rsk 0002	24/01/2020	Open	Finance	Green Book Compliance	RISK: Inadequate implementation of Green Book methodology resulting in challenges to Business Case approvals made by CEG/Cabinet CAUSE: MAs submitting non-compliant BCs and external consultancies/PMO failure to appraise BC in compliance with Green Book. EFFECT: Loss of grant, further work on business cases, requirement to re-assess and approve existing Projects.	N/A	PMO-Director of Regional Economic Growth	PMO-Head	4	3	12	High	Treat	OBC Augmentation Process completed with input from economic consultants. Guide to completing Economic Impact Assessments created by economic development consultants and included within Programme Management Toolkit. PMO continues to review business cases to ensure they comply with Green Book. Internal Audit completed a review of Business Cases appraisal process during 2019/20 with management improvements agreed and incorporated into PMO workplan. Further round of Green Book Training attended by 60 staff from PMO staff and MA Project Managers during August 2021. Subsidy control and Carbon Accounting training delivered for PMO/LOG Feb 2022 and engagement with the Scottish Government on Carbon Accounting is ongoing. Preparation of a carbon accounting workbook circulated amongst the MA and comments received back from all the MA with the exception of IC. During the Carbon Categorisation meetings carried out throughout August/September 2022 with Lead Officers, Project Managers and Carbon Officers, the Sustainable Development Manager of the Scottish Government has reiterated the need to follow and comply with the Green Book guidance for Carbon accounting. Green Book training completed by PMO and Lead Officers May 2024. Appraisal Table has been reviewed and updated by the PMO for issue to Lead Officers' Group following update of PMT in August 2025. The PMO and the Intelligence Hub are currently reviewing the implications of the recent changes to the Green Book for our Business Case appraisal process. This includes assessing how the updated guidance affects the structure and content of the Five Case Model, new requirements around value for money assessment etc. The review will identify any necessary adjustments to existing templates, assurance processes and governance arrangements to ensure continued compliance with HM Treasury requirements and alignment with best practice appraisal standards.	2	1	2	Low	24/07/2026	→
rsk 0005	24/01/2020	Open	Financial / reputational	Governance procedures are not fit for purpose	RISK: Governance processes and procedures are not fit for purpose impacting on Gateway Review success CAUSE: Assurance Framework not providing full coverage of all governance requirements. PMO/MAs not complying with Framework. EFFECT: Potential for non compliance with Grant Agreement conditions leading to claw back of funding/negative audit	N/A	PMO-Head	PMO-Head	3	2	6	Medium	Treat	The City Region Programme Management Office report to CEG and Cabinet (i.e. the Quarterly Performance Report and the Interim Performance Report) now include updates on the progress with the Annual Implementation Plan (AIP). A refresher on the PMT for all MAs carried out in August 2021. The PMO meets with each MA each quarter ahead of programme management reporting and also meets with MA project teams for business case presentations. PMO continues to reinforce Audit Report requirements with Lead Officers at LOG Meetings. The Assurance Framework has been updated and shared with governments and Lead Officers for comment in April 2025. The Programme Management Toolkit (PMT) will be updated to reflect AF amendments and issued July 2025. Gateway One approval received May 2020. Gateway Review 2 process completed. The Gateway 2 Approval	2	1	2	Low	24/07/2026	→

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					reports and fraud, bribery etc.									Letter was received June 2025. A new tool has been developed to support prospective assessment of delivery confidence.						

Appendix 4: PROGRAMME ISSUES LOG

Text changed from the previous version are reported in ***Bold Italic***. List of strategic objectives can be found in the endnotes at the end of this document.

Project Issue Type	Owner	Logged by	Issue Title	Issue Description	Impact	Action	Stakeholders	Target / Timescale	Priority	Status	Date Checked
Delivery	PMO- Director of Regional Economic Growth	PMO - Head of Programme Management Office	City Deal Project Cost Increases	The Project Cost of the CD Project has considerably increased	ISSUE: cost of energy and material cost impacted by international situations CAUSE: various international conflicts and unrest including the Ukrainian (gas, oil, price increases increasing construction material prices containing petro-carbons or are very energy-intensive to manufacture (such as steel, aluminium etc). Labour remains a significant driver of project costs, with increases to employers' National Insurance Contributions and the National Living Wage contributing to an expected 7.1% annual increase in the BCIS Labour Cost Index in 2Q2025. The index is forecast to increase overall by 16% through to 2Q2030. Disruption to flow of goods through Strait of Hormuz. EFFECT: negative impact on scope, project timescales and costs.	In early 2020, members of the Scottish PMO Network have submitted a letter to UK and Scottish governments outlining the risks to project costs and have asked for flexibility in project delivery including rescoping projects. SG accepted there would need to be changes to the projects, especially around the older deals where funding may now be insufficient to what was previously approved. This would require projects to be rescoped, and some may no longer be feasible. Lessons Learned exercise has been undertaken to record how cost increases have been mitigated/managed at MA level. A report was approved by the November 2024 Cabinet regarding the increased costs faced across the Programme and a proposal to reallocate uncommitted City Deal funds to support existing projects with these additional costs. The proposals were approved by UK and Scottish Govts Dec 2024. MAs have submitted evidence and rewritten project Executive Summaries to back-up the planned additional funding. Evidence of inflation costs have now been approved for WDC, EDC, RC, SLC and GCC (partial - one of three projects) unlock reallocated funds. PMO is awaiting final changes to be made by NLC to its inflation fund submission. A small number of City Deal projects have received early warnings from their contractors. These are being addressed on a case-by-case basis including additional clauses being added to contracts to agree how any increased cost due to the flow of goods through the Strait of Hormuz will be addressed. Knowledge on potential mitigations is being shared via the Procurement Support Group meetings. No increase to	PMO / MA	Ongoing	Low	Open	24/07/2026

Project Issue Type	Owner	Logged by	Issue Title	Issue Description	Impact	Action	Stakeholders	Target / Timescale	Priority	Status	Date Checked
						project costs have been reported in Q4 2025/26 or Q1 2026/27 returns.					
Delivery	PMO-Director of Regional Economic Growth	PMO - Head of Programme Management Office	Lack of contractors/competition for contracts	Contractors can currently pick and choose what to bid for due to the growth and volume of construction market	ISSUE: Failure to secure interest in the Project from bidders and failure to retain bidders. CAUSE: Fewer bidders for future contracts and/or contractors' unwillingness to carry financial risk. Construction inflation costs impacting on tender costs/contractor appetite to bear financial risk. EFFECT: Lack of competition leading to higher cost. Increased Project cost (impact on NPV), delay in Project delivery.	Projects continue to mitigate challenging market conditions through early affordability clarity with bidders, soft market testing, and scope and specification refinement, including value engineering where required. Procurement lessons learned are actively managed through a standing agenda item at Procurement Support Group (PSG) with these informing the Risk Register and Issues Log updates for the period. Market intelligence confirms contractors retain significant leverage, with ongoing pressure to transfer risk to Member Authorities; mitigations include alternative procurement routes, negotiated procedures, revised contract clauses and improved specification clarity. Framework availability remains an issue for some MAs, requiring local alternatives in specific cases; however, no failed procurement exercises were reported in the latest quarter. Ongoing supplier engagement is undertaken by MAs with the City Deal contract pipeline updated and shared at the Supplier Development Programme Meet the Buyer event June 2026.	PMO / MA	Ongoing	Low	Open	24/07/2026

Appendix 5: PROGRAMME OUTPUTS REPORTING

Table 5.1: Outputs Reporting by Category

Outputs	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Estimated Project Benefits Delivered by Gateway Review 3 (2029)	Estimated Project Benefits Delivered by Programme End (2035)	% Delivered to Gateway Review 3 (2029)	% Delivered to Programme End (2035)
Assembly and Leisure (Class 11) [sqm]	0.00	1,655.00	4,038.00	4,226.00	(40.99%)	(39.16%)
Blue Green Infrastructure [sqm]	0.00	339,367.92	258,614.00	305,832.30	(131.23%)	(110.97%)
Bridges (Pedestrian/Cycle) and Underpasses (Enhanced) [no.]	0	4	4	4	(100%)	(100%)
Bridges (Pedestrian/Cycle) and Underpasses (New) [no.]	1	4	4	6	(100%)	(66.67%)
Bridges (Road/Rail) and Underpasses (Enhanced) [no.]	0	0	0	1	-	-
Bridges (Road/Rail) and Underpasses (New) [no.]	2	6	5	15	(120%)	(40%)
Bus Lanes (Enhanced) [km]	0.00	0.00	0.00	0.00	-	-
Bus Lanes (New) [km]	0.00	0.08	0.08	0.08	(100%)	(100%)
Cycle Routes (segregated) (Enhanced) [km]	0.29	1.54	2.53	2.53	(60.79%)	(60.79%)
Cycle Routes (segregated) (New) [km]	0.00	28.95	44.69	47.34	(64.79%)	(61.16%)
Cycle Routes (shared) (Enhanced) [km]	0.00	0.05	0.04	1.99	(125%)	(2.51%)
Cycle Routes (shared) (New) [km]	0.00	5.04	5.04	25.32	(100%)	(19.91%)
Development Platform (Gross External Area)[sqm]	0.00	0.00	0.00	15,700.00	-	-
Dredging [cbm]	0.00	445,135.00	445,135.00	445,135.00	(100%)	(100%)
Financial, Professional and Other Services (Class 2) (New) [sqm]	0.00	0.00	0.00	0.00	-	-
General Industrial (Class 5) (Enhanced)[sqm]	0.00	0.00	2,648.00	2,648.00	(0%)	-
Ground Remediation [cbm]	0.00	1,191,289.75	1,200,010.50	1,200,011.50	(99.27%)	(99.27%)
Junctions / Crossings (Enhanced) [no.]	2	74	101	136	(73.27%)	(54.41%)
Junctions / Crossings (New) [no.]	2	17	16	34	(106.25%)	(50%)
Lighting (Enhanced) [no.]	0	132	86	216	(153.49%)	(61.11%)
Lighting (New) [no.]	20	110	90	254	(122.22%)	(43.31%)
Non-residential Institutions [Class 10] (Enhanced) [No.]	0	3	1	4.00	(300%)	(75%)
Non-residential Institutions [Class 10] (New) [No.]	0	3	0	5.00	-	(60%)
Non-residential Institutions [Class 10] [sqm]	0.00	10,988.00	13,099.00	13,099.00	(83.88%)	(83.88%)
Parking spaces (Enhanced) [no.]	0	0	0	6	-	-
Parking spaces (New) [no.]	0	735	233	919	(315.45%)	(79.98%)
Parking Spaces for Bikes [no.]	0	24	60	114	(40%)	(21.05%)
Parking spaces for Electric Vehicles' (Evs) Charging [no.]	0	97	30	138	(323.33%)	(70.29%)
Pedestrian Routes (Enhanced) [km]	0.00	5.57	19.40	15.36	(28.69%)	(36.24%)
Pedestrian Routes (New) [km]	0.00	42.53	36.30	40.69	(117.15%)	(104.51%)
Public Realm (Enhanced) [Ha]	0.00	13.76	19.17	21.47	(71.79%)	(64.1%)
Public Realm (New) [Ha]	0.00	22.49	29.53	27.55	(76.16%)	(81.64%)
Quay/Dock/Pontoon (Enhanced) [m]	0.00	650.00	650.00	650.00	(100%)	(100%)
Quay/Dock/Pontoon (New) [m]	0.00	200.00	200.00	200.00	(100%)	(100%)
Rail Stations (Enhanced) [no.]	0	0	0	0	-	-
Rail Stations (New) [no.]	0.00	0.00	0.00	1.00	-	-
Railtrack (Enhanced) [km]	0.00	0.00	0.00	0.00	-	-
Railtrack (New) [km]	0.00	0.00	0.00	0.00	-	-
Road (Enhanced) [Km]	0.58	14.55	29.14	39.08	(49.92%)	(37.22%)
Road (New) [Km]	0.00	15.65	21.16	35.90	(73.96%)	(43.6%)
Trees [no.]	0	94	0	1,362	-	(6.9%)
Visitor centres (New) (FS_13) [no.]	0	0	0	0	-	-

Table 5.2: Outputs Changes in period

MA	PROJECT	Output Reference	Benefit Output/Outcome	Estimated Project Benefit by 2035	Project Benefits Delivered by 2029	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Benefits Status RAG	Comments
EDC	Westerhill Development Road	ENV_09_CD	Trees [no.]	1,335	0	0	0	Green	Total number trees to be planted as part of the WDR project (reported for the first time in Q1 26/27)
GCC	EIIPR	ENV_01_CD	Blue Green Infrastructure [sqm]	6,409.00	6,747.00	0.00	1,903.00	Green	Benefits to date increased from 800m ² to 1,903m ² (Sauchiehall Street Avenue 800m ² , Holland St 303m ² , Sauchiehall Street Precinct (SSP) 361m ² and Cambridge St 439m ²) due to revised reporting.
GCC	EIIPR	TR_06_CD	Cycle Routes (segregated) (New) [km]	5.13	13.55	0.00	1.44	Green	Benefits to date increased from 0.8km to 1.44km (Sauchiehall Street Avenue 0.80km, Holland St 0.42km and SSP Cambridge 0.22 km) due to revised reporting.
GCC	EIIPR	TR_09_CD	Junctions / Crossings (Enhanced) [no.]	45	45	0	21	Green	Benefits to date increased from 5 to 21 (Sauchiehall Street Avenue 5, Holland St 10 and SSP & Cambridge St 6) due to revised reporting.
GCC	EIIPR	TR_11_CD	Pedestrian Routes (Enhanced) [km]	8.48	15.70	0.00	1.86	Future	Benefits to date increased from 0 to 1.86km (Holland St 1.33km and SSP & Cambridge St 0.53km) due to revised reporting.
GCC	EIIPR	ENV_04_CD	Public Realm (Enhanced) [Ha]	7.37	6.77	0.00	0.90	Future	Benefits to date increased from 0 to 0.90Ha (SSP) due to revised reporting.
GCC	EIIPR	TR_15_CD	Road (Enhanced) [Km]	16.46	14.35	0.00	1.81	Green	Benefits to date increased from 1km to 1.81km (Sauchiehall Street Avenue 1km, Holland St 0.56km and SSP & Cambridge 0.25km) due to revised reporting.
RC	CWRR	TR_06a_CD	Cycle Routes (shared) (New) [km]	3.66	3.66	0.00	3.66	Green	2035 and 2029 targets updated following a GIS mapping exercise - increased from 3.16km to 3.66km (+0.5km). Change approved in CCR 260402_RC_015
RC	CWRR	TR_11_CD	Pedestrian Routes (Enhanced) [km]	1.49	1.49	0.00	1.49	Green	2035 and 2029 targets updated following a GIS mapping exercise – decreased from 1.88km to 1.49km (-0.39km). Change approved in CCR 260402_RC_015
RC	CWRR	TR_10_CD	Pedestrian Routes (New) [km]	3.60	3.60	0.00	3.60	Complete	2035 and 2029 targets updated following a GIS mapping exercise - increased from 3.51km to 3.60km (+0.09km). Change approved in CCR 260402_RC_015
RC	CWRR	ENV_04_CD	Public Realm (Enhanced) [Ha]	1.00	1.00	0.00	1.00	Complete	2029 target updated to match delivered to date.
RC	CWRR	ENV_03_CD	Public Realm (New) [Ha]	3.70	3.70	0.00	3.70	Complete	2035 and 2029 targets updated following a GIS mapping exercise - increased from 2Ha to 3.70Ha (+1.70Ha). Change approved in CCR 260402_RC_015
RC	CWRR	TR_15_CD	Road (Enhanced) [Km]	0.61	0.61	0.00	0.61	Complete	2035 and 2029 targets updated following a GIS mapping exercise - increased from 0.52km to 0.61km (+0.09km). Change approved in CCR 260402_RC_015. Change approved in CCR 260402_RC_015

MA	PROJECT	Output Reference	Benefit Output/Outcome	Estimated Project Benefit by 2035	Project Benefits Delivered by 2029	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Benefits Status RAG	Comments
RC	CWRR	TR_14_CD	Road (New) [Km]	1.86	1.86	0.00	1.86	Complete	2035 and 2029 targets updated following a GIS mapping exercise - increased from 1.76km to 1.86km (+0.1km). Change approved in CCR 260402_RC_015
RC	GAIA	TR_06_CD	Cycle Routes (segregated) (New) [km]	8.22	8.22	0.00	8.22	Complete	2035 and 2029 targets updated following a GIS mapping exercise - increased from 6.33km to 8.22km (+1.89km). Change approved in CCR 260402_RC_017
RC	GAIA	TR_10_CD	Pedestrian Routes (New) [km]	8.22	8.22	0.00	8.22	Complete	2035 and 2029 targets updated following a GIS mapping exercise - increased from 6.33km to 8.22km (+1.89km). Change approved in CCR 260402_RC_017
RC	GAIA	TR_15_CD	Road (Enhanced) [Km]	0.96	0.96	0.00	0.96	Complete	2035 and 2029 targets updated following a GIS mapping exercise - increased from 0.52km to 0.96km (+0.44km). Change approved in CCR 260402_RC_017
SLC	GAIA	TR_14_CD	Road (New) [Km]	3.38	3.38	0.00	3.38	Complete	2035 and 2029 targets updated following a GIS mapping exercise - increased from 2.1km to 3.38km (+1.28km). Change approved in CCR 260402_RC_017
SLC	East Kilbride Town Centre	TR_09_CD	Junctions / Crossings (Enhanced) [no.]	5	5	0	0	Green	2029 delivery target updated in Q1 26/27
SLC	East Kilbride Town Centre	ENV_03_CD	Public Realm (New) [Ha]	0.12	0.12	0.00	0.00	Green	2029 delivery target updated in Q1 26/27
SLC	East Kilbride Town Centre	TR_15_CD	Road (Enhanced) [Km]	0.25	0.25	0.00	0.00	Green	2029 delivery target updated in Q1 26/27

Appendix 6: PROGRAMME OUTCOMES REPORTING

Table 6.1 Outcomes Reporting by Category

Outcomes	Outcomes delivered within Reporting Period	Cumulative Benefit Delivered to Date	Estimated Project Benefits Delivered by Programme End (2035)	% Delivered to Gateway Review 3 (2029)	% Delivered to Programme End (2035)
Blue Green Infrastructure [sqm]	0.00	0.00	5,170.00	-	-
Properties with reduced flood risk [no.]	0	4,211	7,178	(58.67%)	(58.67%)
Public Realm (New) [Ha]	0.00	0.00	26.88	-	-
Public Realm (Enhanced) [Ha]	0.00	0.00	27.13	-	-
Land with reduced flood risk [Ha]	0.00	1,543.00	2,459.97	(63.17%)	(62.72%)
Carriageway with reduced flood risk [km]	1.90	15.71	32.60	(48.19%)	(48.19%)
Ground Remediation [cbm]	0.00	300,000.00	300,000.00	(100%)	(100%)
Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	3.18	877.19	1,127.96	(164.47%)	(77.77%)
Total Area of Opportunity Sites [Ha]	2.48	764.25	896.22	(208.7%)	(85.28%)
Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register [Ha]	0.00	67.04	277.56	(76.3%)	(24.15%)
Shops (Class 1) (FS_01) [sqm]	0.00	11,578.00	254,840.00	(6.36%)	(4.54%)
Financial, Professional and Other Services (Class 2) [sqm]	0.00	270.00	38,822.00	(1.33%)	(0.7%)
Food and Drink (Class 3) [sqm]	0.00	0.00	2,725.00	-	-
Business (Class 4) [sqm]	0.00	126,941.00	459,222.14	(123.66%)	(27.64%)
Development Platform (Gross External Area) [sqm]	0.00	0.00	101,200.00	-	-

Outcomes	Outcomes delivered within Reporting Period	Cumulative Benefit Delivered to Date	Estimated Project Benefits Delivered by Programme End (2035)	% Delivered to Gateway Review 3 (2029)	% Delivered to Programme End (2035)
General Industrial (Class 5) [sqm]	0.00	65,504.00	499,497.63	(115.59%)	(13.11%)
Storage of Distribution (Class 6) [sqm]	0.00	0.00	118,294.63	-	-
Hotels and Hostels (Class 7) [sqm]	0.00	0.00	1,000.00	-	-
Residential Institutions (Class 8) [sqm]	0.00	0.00	0.00	-	-
Residential (Houses and Flats) (Class 9) [sqm]	26,660.00	871,282.00	2,073,435.00	(104.45%)	(42.02%)
Non-residential Institutions [Class 10] [sqm]	0.00	30,669.00	600.00	(100%)	(5111.5%)
Assembly and Leisure (Class 11) [sqm]	0.00	0.00	7,557.00	-	-
Sui Generis [sqm]	0.00	0.00	520.00	-	-
Visitor centres (New) [no.]	0	0	0	-	-
Visitors to the visitor centre [no.]	0	0	0	-	-
Residential Units (HLAA2018.CAPACITY) (New) [no.]	417	12,344	26,634	(108.06%)	(46.35%)
Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	164	6,176	13,400	(105.43%)	(46.09%)
Affordable Housing Units (HLAA TENURE.INT) (New) [no.]	0	791	1,032	(63.64%)	(76.65%)
Social Housing Units (HLAA TENURE.SR) (New) [no.]	146	761	739	(165.43%)	(102.98%)

Table 6.2: Outcomes Changes in period

MA	PROJECT	Outcome Reference	Benefit Output/Outcome	Estimated Project Benefit by 2035	Estimated Project Benefits Delivered by Gateway Review 3 (2029)	Outcomes delivered within Reporting Period	Cumulative Benefit Delivered to Date	Benefits Status RAG	Comments
ERC	Aurs Road	ENV_06_FO	Carriageway with reduced flood risk [km]	1.90	1.90	1.90	1.90	Complete	Additional 1.9km reported in this period bringing the cumulative to date from 0 to 1.9km following road completion.
IC	Inchgreen	LU_02_FO	Total Area of Opportunity Sites [Ha]	11.50	10.50	0.00	11.50	Complete	Delivered to date increased by 1.75 from 9.75 to 11.50. to include delivery that that was not reported previously -asked IC to move from green to complete
IC	Inchgreen	LU_01_FO	Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	11.50	10.50	0.00	11.50	Complete	Delivered to date increased by 1.75 from 9.75 to 11.50. to include delivery that that was not reported previously asked IC to move from green to complete
IC	Inchgreen	LU_03_FO	Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register [Ha]	11.50	10.50	0.00	11.50	Complete	Delivered to date increased by 1.75 from 9.75 to 11.50. to include delivery that that was not reported previously asked IC to move from green to complete
NLC	Gartcosh/Glenboig	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	118,800.00	52,800.00	6,200.00	106,400.00	Green	Additional 6,200m ² reported in this period bringing the cumulative to date from 100,200m ² to 106,400m ²
NLC	Gartcosh/Glenboig	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,188	528	62	1,064	Green	Additional 62 units reported in this period bringing the cumulative to date from 1,002 to 1,063 units
NLC	Gartcosh/Glenboig	LU_02_FO	Total Area of Opportunity Sites [Ha]	49.46	23.06	2.48	55.03	Green	Additional 2.48Ha reported in this period bringing the cumulative to date from 52.55Ha to 55.03Ha
NLC	Gartcosh/Glenboig	LU_01_FO	Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	53.95	27.54	2.48	56.04	Green	Additional 2.48Ha reported in this period bringing the cumulative to date from 53.56Ha to 56.04Ha
RC	CWRR	HOUS_03_FO	Affordable Housing Units (HLAA TENURE.INT) (New) [no.]	0	0	0	0	Future	Following approval of Change Control Request 260402_RC_015 in Q4 25/26, the Affordable Housing target was transferred to the Social Housing outcomes (see below)

MA	PROJECT	Outcome Reference	Benefit Output/Outcome	Estimated Project Benefit by 2035	Estimated Project Benefits Delivered by Gateway Review 3 (2029)	Outcomes delivered within Reporting Period	Cumulative Benefit Delivered to Date	Benefits Status RAG	Comments
RC	CWRR	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	219,310	54,120	41,965	82,237	Green	Additional 41,965m ² reported in this period bringing the cumulative to date from 40,272m ² to 82,237m ²
RC	CWRR	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	2,193	541	169	646	Green	Additional 169 units reported in this period bringing the cumulative to date from 477 to 646 units
RC	CWRR	HOUS_04_FO	Social Housing Units (HLAA TENURE.SR) (New) [no.]	107	50	88	165	Future	Following approval of Change Control Request 260402_RC_015 in Q4 25/26, the Affordable Housing target was transferred to the Social Housing outcomes and reported here. Also, delivery during the period increased by 88 units, bringing the total delivered to date from 77 to 165 units
SLC	CGA - Hamilton	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,800	860	62	1,214	Green	Additional 62 units reported in this period bringing the cumulative to date from 1,152 to 1,214 units
SLC	CGA - Hamilton	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	214,500.00	102,300.00	11,440.00	148,940.00	Green	Additional 11,440m ² reported in this period bringing the cumulative to date from 137,500m ² to 148,940m ²
SLC	CGA - Hamilton	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,950	930	104	1,354	Green	Additional 104 units reported in this period bringing the cumulative to date from 1,250 to 1,354 units
SLC	CGA - Hamilton	HOUS_04_FO	Social Housing Units (HLAA TENURE.SR) (New) [no.]	0	0	42	140	Green	Additional 42 units reported in this period bringing the cumulative to date from 98 to 140 units
SLC	CGA - East Kilbride	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	2,044	1,404	63	1,218	Green	Additional 63 units reported in this period bringing the cumulative to date from 1,155 to 1,218 units
SLC	CGA - East Kilbride	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	290,840.00	183,040.00	8,690.00	142,780.00	Green	Additional 8,690m ² reported in this period bringing the cumulative to date from 134,090m ² to 142,780m ²
SLC	CGA - East Kilbride	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	2,644	1,664	79	1,298	Green	Additional 79 units reported in this period bringing the cumulative to date from 1,219 to 1,298 units

MA	PROJECT	Outcome Reference	Benefit Output/Outcome	Estimated Project Benefit by 2035	Estimated Project Benefits Delivered by Gateway Review 3 (2029)	Outcomes delivered within Reporting Period	Cumulative Benefit Delivered to Date	Benefits Status RAG	Comments
SLC	CGA - East Kilbride	HOUS_04_FO	Social Housing Units (HLAA TENURE.SR) (New) [no.]	0	0	16	80	Green	Additional 16 units reported in this period bringing the cumulative to date from 64 to 80 units
SLC	CGA - Newton	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,500	900	3	1,277	Green	Additional 3 units reported in this period bringing the cumulative to date from 1,274 to 1,277 units
SLC	CGA - Newton	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	165,000.00	99,000.00	330.00	140,470.00	Green	Additional 330m ² reported in this period bringing the cumulative to date from 140,140m ² to 140,470m ²
SLC	CGA - Newton	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,500	900	3	1,277	Green	Additional 3 units reported in this period bringing the cumulative to date from 1,274 to 1,277 units
SLC	CGA - Larkhall	FS_08_FO	Residential Institutions (Class 8) [sqm]	0.00	0.00	0.00	0.00	Green	14,560 m ² removed from PSR – correction.

Table 6.3 City Deal Contract and Community Benefit Model Summary

GCR City Deal Contract Summary to Q1 2026/27 (up to 30 June 2026)						
Total City Deal Contract Awards	Under £50,000		Over £50,000	Total (ALL)	Previous Reporting Period Totals	Difference in Period
Number of In Development Pipeline Contracts	0		10	10	11	-1
Value of In Development Pipeline Contracts	£0		£206,450,001	£206,450,001	£208,075,001	-£1,625,000
Number of Contracts On Hold	0		2	2	2	0
Value of Contracts On Hold	£0		£3,750,000	£3,750,000	£3,750,000	£0
Number of Contracts Currently Tendered	0		1	1	1	0
Value of Contracts Currently Tendered	£0		£150,000	£150,000	£150,000	£0
Number of In Progress Contracts	8		48	56	56	0
Value of In Progress Contracts	£220,256		£139,545,926	£139,766,182	£141,295,882	-£1,529,700
Number of Completed Contracts	297		193	490	488	2
Value of Completed Contracts	£5,117,870		£418,106,293	£423,224,163	£416,948,655	£6,275,508
Total Number of Contracts Awarded	305		241	546	544	2
Total Value of Contracts Awarded	£5,338,126		£557,652,219	£562,990,345	£558,244,537	£4,745,808
Community Benefit Model in Contracts	Under £50,000		Over £50,000	Total (ALL)	Previous Reporting Period Totals	Difference in Period
Number with Contractual Community Benefit	25		182	207	205	2
Value with Contractual Community Benefit	£712,325		£539,035,835	£539,748,160	535,329,422	£4,418,738
Number with Voluntary Community Benefit	28		15	43	43	0
Value with Voluntary Community Benefit	£665,093		£5,449,660	£6,114,753	5,787,683	£327,070
Number with No Community Benefit	252		44	296	296	0
Value with No Community Benefit	£3,960,708		£13,166,724	£17,127,432	17,127,432	£0
Number of 'In Progress' Contracts with No Community Benefit	4		3	7	7	0
Value of 'In Progress' Contracts with No Community Benefit	£98,520		£725,304	£823,824	£823,824	£0
Tier 1 Supplier Contract Awards	Number	Value	% of Total Number	% of Total Value	Previous Reporting Period % of Total Value	% of total value - Difference in Period
Contracts Awarded to Local Company	290	£186,729,911	53.1%	33.2%	33.4%	-0.3%
Contracts Awarded to an SME	148	£85,601,795	27.1%	15.2%	15.3%	-0.1%
Contracts Awarded to a Local SME	97	£54,525,287	17.8%	9.7%	9.8%	-0.1%

Table 6.4 Community Benefit Outcomes by each Authority by Category

City Deal Community Benefit Summary to Q1 2026/27 (up to 30 June 2026)																			
Community Benefit Delivery by Category (Cumulative)	Member Authority	Total (excl. substituted & abandoned)	Committed this Period	Total Number	Committed this Period	Benefits Delivered	Benefits Delivered this Period	Benefits In Progress	Benefits In Progress This Period	Benefits Not Started	Benefits Not Started this Period	Benefits Not Delivered	Benefits Not Delivered this Period	Benefits Substituted	Benefits Substituted this Period	Overdue Benefits	Benefits Overdue this Period	Abandoned Benefits	Benefits Abandoned this Period
Targeted Recruitment & Employment	EDC	5	0	5	0	0	0	4	0	1	0	0	0	0	0	0	0	0	0
	ERC	19	0	19	0	13	0	6	0	0	0	0	0	0	0	0	0	0	0
	GCC	163	0	176	0	139	3	16	-6	0	-1	4	0	13	0	1	1	0	0
	GCR	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
	IC	23	0	23	0	23	0	0	0	0	0	0	0	0	0	0	0	0	0
	NLC	31	0	34	0	27	0	0	0	2	0	0	0	3	0	2	0	0	0
	PMO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	RC	44	0	46	0	44	0	0	0	0	0	0	0	2	0	0	0	0	0
	SLC	96	28	104	28	62	0	0	0	32	28	2	0	8	0	0	0	0	0
	WDC	5	2	5	2	2	1	3	1	0	0	0	0	0	0	0	0	0	0
	Total	387	30	413	30	310	4	29	-5	36	27	6	0	26	0	3	1	0	0
Targeted Skills & Training	EDC	104	15	104	15	35	0	48	0	21	15	0	0	0	0	0	0	0	0
	ERC	90	0	92	0	83	0	7	0	0	0	0	0	0	0	0	0	2	0
	GCC	458	4	547	4	333	6	50	-7	0	-25	42	0	85	0	7	4	4	0
	GCR	14	0	15	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0
	IC	6	0	10	0	3	0	0	0	0	0	3	0	4	0	0	0	0	0
	NLC	175	0	215	0	116	0	0	0	25	0	10	0	16	0	21	0	24	0
	PMO	3	0	4	0	2	0	0	0	0	0	1	0	1	0	0	0	0	0
	RC	81	0	81	0	81	0	0	0	0	0	0	0	0	0	0	0	0	0
	SLC	144	65	148	65	69	0	0	0	74	65	1	0	4	0	0	0	0	0
	WDC	34	-2	34	-2	26	13	0	-23	8	8	0	0	0	0	0	0	0	0
	Total	1109	82	1250	82	755	19	112	-30	128	63	57	0	111	0	28	4	30	0
Qualifications	ERC	12	0	12	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0
	GCC	58	0	60	0	56	0	0	0	0	0	2	0	2	0	0	0	0	0
	NLC	4	0	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	RC	64	0	66	0	64	0	0	0	0	0	0	0	2	0	0	0	0	0
	SLC	77	0	80	0	77	0	0	0	0	0	0	0	3	0	0	0	0	0
	WDC	2	0	2	0	2	2	0	-2	0	0	0	0	0	0	0	0	0	0
	Total	217	0	224	0	215	2	0	-2	0	0	2	0	7	0	0	0	0	0
Community Engagement Non Financial Support	EDC	4	0	4	0	0	0	3	0	1	0	0	0	0	0	0	0	0	0
	ERC	28	0	28	0	12	0	16	0	0	0	0	0	0	0	0	0	0	0
	GCC	109	6	118	6	95	0	2	-1	0	-1	4	0	8	0	1	1	1	0
	GCR	3	0	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0
	PMO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	IC	4	0	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	NLC	36	0	80	0	27	0	0	0	5	0	0	0	27	0	4	0	17	0
	RC	13	0	13	0	13	0	0	0	0	0	0	0	0	0	0	0	0	0
	SLC	5	0	6	0	4	0	0	0	0	0	1	0	1	0	0	0	0	0
	WDC	12	1	12	1	10	0	1	0	1	1	0	0	0	0	0	0	0	0
	Total	214	7	268	7	168	0	22	-1	7	0	5	0	36	0	5	1	18	0
Supply Chain Development	ERC	9	0	9	0	8	0	1	0	0	0	0	0	0	0	0	0	0	0
	GCC	54	1	61	1	45	0	4	0	0	0	4	0	5	0	0	0	2	0
	IC	1	0	2	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0
	NLC	6	0	6	0	5	0	0	0	1	0	0	0	0	0	0	0	0	0
	GCR	2	0	2	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	PMO	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	RC	25	0	27	0	25	0	0	0	0	0	0	0	2	0	0	0	0	0
	SLC	16	6	16	6	6	0	0	0	8	6	2	0	0	0	0	0	0	0
	Total	114	7	124	7	90	0	6	0	10	6	7	0	8	0	0	0	2	0
Fair Work First	ERC	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	Total	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Community Engagement Financial Support (minimum £1K)	EDC	18	0	18	0	1	0	15	0	2	0	0	0	0	0	0	0	0	0
	ERC	18	0	18	0	17	0	1	0	0	0	0	0	0	0	0	0	0	0
	GCC	131	0	135	0	125	1	5	-2	0	0	0	0	4	0	0	0	0	0
	IC	3	0	4	0	0	0	0	0	0	0	2	0	1	0	0	0	0	0
	NLC	25	0	25	0	21	0	0	0	3	0	0	0	0	0	0	0	0	0
	RC	17	0	17	0	17	0	0	0	0	0	0	0	0	0	0	0	0	0
	SLC	11	0	11	0	10	0	0	0	1	0	0	0	0	0	0	0	0	0
	WDC	8	1	8	1	4	1	0	-4	4	4	0	0	0	0	0	0	0	0
	Total	231	1	236	1	196	2	21	-6	10	4	2	0	5	0	0	0	0	0
Total - Non Financial Interventions	City Deal	2042	126	2280	126	1538	25	170	-38	181	96	77	0	188	0	36	6	50	0
Total - All Interventions	City Deal	2273	127	2516	127	1734	27	191	-44	191	100	79	0	193	0	36	6	50	0

Appendix 7: ACTUAL AND FORECAST SPEND VS GRANT INCOME AND BUSINESS CASE APPROVALS AS AT Q1 2026/27

Infrastructure Authority/Project	Projected Total Project Funding on PSR £	Projected External and Third Party Contributions on PSR £	Projected Additional Member Contributions on PSR £	Initial (2015/16) City Deal Project Funding Allocations £	City Deal Planned Project Funding Allocation as per Original programme after Member Project Virements £	Latest Projected Cumulative City Deal Spend to Complete the Project from PSR £	Previous Years City Deal Spend £	2026/27 YTD City Deal Spend from PSR £	All Years Cumulative Actual City Deal Spend to Current Quarter from PSR £	Projected City Deal Spend for full year 2026/27 from PSR £	Cumulative Projected City Deal Spend to Close 2027/28 from PSR £	Cumulative Grant Distributed to Current Quarter 2026/27 £	Grants Received but not Distributed to Current Quarter 2026/27 £	Total Funding Permitted from Approved Business Cases £	Total Funding Available from City Deal Government Grants £
Levern Works	911,606	0	0	900,000	911,606	911,606	911,606	0	911,606	0	911,606			912,000	786,867
Levern Valley Access Balgray Link	168,952	0	0	0	168,952	168,952	168,952	0	168,952	0	168,952			173,000	145,834
Greenlaw Business Centre	5,755,000	119,000	33,000	2,800,000	5,603,000	5,603,000	5,603,000	0	5,603,000	0	5,603,000			5,600,000	4,836,319
Barrhead South Access PH1 - Balgraystone Road	4,286,721	0	866,339	1,400,000	3,420,382	3,420,382	3,420,382	0	3,420,382	0	3,420,382			3,420,382	2,952,357
Barrhead South Access PH2 - Balgray Train Station	18,300,000	0	0	11,500,000	18,300,000	18,300,000	13,249,000	420,000	13,669,000	5,051,000	18,300,000			18,300,000	15,795,937
Aurs Road	29,974,113	9,135,984	8,118,293	21,800,000	12,796,060	12,719,836	12,465,086	254,750	12,719,836	75,707	12,611,830			12,720,000	11,045,123
Dams to Darnley Visitor Centre	2,800,000	0	0	5,600,000	2,800,000	2,800,000	1,041,000	31,000	1,072,000	400,000	2,770,000			170,130	2,416,865
Commercial Space	5,759,548	0	0	0	5,759,548	5,759,548	15,000	13,000	28,000	505,000	3,747,000			347,000	5,759,548
Robertson Street Industrial Units	1,459,548	0	0	0	1,459,548	1,459,548	0	0	0	105,000	1,425,000			89,000	1,459,548
Crossmill Industrial Units	4,300,000	0	0	0	4,300,000	4,300,000	15,000	13,000	28,000	400,000	2,322,000			258,000	4,300,000
Total East Renfrewshire	67,955,940	9,254,984	9,017,632	44,000,000	49,759,548	49,683,324	36,874,026	718,750	37,592,776	6,031,707	47,532,770	20,786,991	-	41,642,512	43,738,849
Glasgow Canal and North (Sighthill)	196,812,000	19,491,000	77,878,000	83,690,000	99,400,872	99,443,000	92,421,000	0	92,421,000	4,871,000	98,198,000			93,503,872	87,182,958
Glasgow City Centre	151,546,000	23,121,000	5,000,000	115,520,000	123,425,000	123,425,000	50,129,000	6,739,000	56,868,000	39,870,000	109,394,000			75,233,000	107,617,929
Glasgow Clyde and Waterfront	123,801,000	2,900,000	17,000	113,900,000	121,141,710	120,884,000	62,409,000	3,696,000	66,105,000	14,392,000	99,038,000			64,525,366	105,556,310
Glasgow Collegelands	31,183,000	4,183,000	0	27,000,000	27,000,000	27,000,000	9,410,000	275,000	9,685,000	5,599,000	22,323,000			7,148,000	23,305,480
Glasgow MGSDP	50,784,000	8,480,000	2,146,000	45,800,000	40,200,000	40,158,000	35,597,000	0	35,597,000	2,016,000	39,796,000			36,041,000	34,699,271
Commercial Space	20,562,712	4,638,148	0	0	15,924,564	15,924,564	0	0	0	0	9,788,852			7,123,564	15,924,564
The Lighthouse	2,000,000	0	0	0	2,000,000	2,000,000	0	0	0	0	2,000,000			120,000	2,000,000
Clyde Waterfront Innovation Campus	7,362,712	0	0	0	7,362,712	7,362,712	0	0	0	0	1,227,000			442,000	7,363,000
Xworks - RED Dalmarnock	11,200,000	4,638,148	0	0	6,561,852	6,561,852	0	0	0	0	6,561,852			6,561,564	6,561,564
Total Glasgow	574,688,712	62,813,148	85,041,000	385,910,000	427,092,146	426,834,564	249,966,000	10,710,000	260,676,000	66,748,000	378,537,852	186,414,766	-	283,574,802	374,286,512
Inchgreen	9,770,000	43,000	0	9,427,000	9,727,000	9,727,000	9,727,000	0	9,727,000	0	9,727,000			9,727,000	8,396,015
Inchgreen Pase 2	3,044,622	0	0	0	3,044,622	3,044,622	0	0	0	3,044,622	3,044,622			3,044,000	3,044,622
Inverkip	4,150,000	0	0	3,777,000	4,150,000	4,150,000	4,124,000	0	4,124,000	26,000	4,150,000			4,150,000	3,582,139
Ocean Terminal	19,954,000	9,700,000	0	14,214,000	10,438,000	10,254,000	10,254,000	0	10,254,000	0	10,254,000			10,438,000	10,438,000
Commercial Space	13,000,000	2,000,000	0	0	11,127,510	11,000,000	0	0	0	60,000	460,000			667,000	11,127,510
Total Inverclyde	49,918,622	11,743,000	0	27,418,000	38,487,132	38,175,622	24,105,000	0	24,105,000	3,130,622	27,635,622	15,932,350	-	28,026,000	36,588,286
North Lanarkshire A8/M8	6,479,000	0	0	12,587,000	6,634,316	6,479,000	1,052,000	0	1,052,000	1,615,000	4,365,000			1,199,000	5,726,516
Eurocentral Access Infrastructure	4,279,000	0	0	tba	tba	4,279,000	940,000	0	940,000	1,615,000	4,253,000			1,115,000	3,782,028
Orchard Farm Roundabout	2,200,000	0	0	tba	tba	2,200,000	112,000	0	112,000	0	112,000			84,000	1,944,487
North Lanarkshire Gartcosh/Glenboig	6,223,000	0	0	66,311,000	6,223,205	6,223,000	6,223,000	0	6,223,000	0	6,223,000			6,223,204	5,371,659
North Lanarkshire Pan Orbital Transport Corridor	264,882,000	0	93,831,000	93,565,000	170,893,081	171,051,000	56,378,000	53,000	56,431,000	6,409,000	101,958,000			78,689,826	149,053,615
East Airdrie Link Road (EALR)	185,310,000	0	89,306,000	tba	tba	96,004,000	13,675,000	0	13,675,000	2,856,000	37,250,000			20,601,000	84,339,631
Motherwell Town Centre Transport Interchange (MTCTI)	3,809,000	0	0	tba	tba	3,809,000	3,809,000	0	3,809,000	0	3,809,000			3,808,792	3,284,549
Ravenscraig Infrastructure Access (RIA)	75,763,000	0	4,525,000	tba	tba	71,238,000	38,894,000	53,000	38,947,000	3,553,000	60,899,000			42,992,034	61,429,435
Commercial Space	13,320,056	2,009,267	0	0	11,287,602	11,310,789	164,093	896,305	1,060,398	3,208,801	7,272,894			3,129,575	11,287,602
Total North Lanarkshire	290,904,056	2,009,267	93,831,000	172,463,000	195,038,204	195,063,789	63,817,093	949,305	64,766,398	11,232,801	119,818,894	50,572,254	-	89,241,605	171,439,391
Renfrewshire CWRR	117,748,000	1,791,000	16,834,000	78,290,000	99,123,807	99,123,000	99,123,000	0	99,123,000	0	99,123,000			99,123,807	86,721,715
Renfrewshire GAIAR	48,066,000	5,317,000	3,700,000	51,395,000	39,049,000	39,049,000	39,049,000	0	39,049,000	0	39,049,000			39,049,000	33,705,767
Commercial Space	12,187,807	3,700,000	0	0	8,487,807	8,487,807	24,253	10,150	34,403	485,015	8,487,807			509,000	8,487,807
Total Renfrewshire	178,001,807	10,808,000	20,534,000	129,685,000	146,660,614	146,659,807	138,196,253	10,150	138,206,403	485,015	146,659,807	90,622,460	-	138,681,807	128,915,289
South Lanarkshire Cathkin Relief Road	16,000,168	0	0	21,628,457	16,028,457	16,000,168	15,773,041	0	15,773,041	227,127	16,000,168			16,028,000	13,835,218
South Lanarkshire Council Community Growth Areas	126,624,150	41,211,669	26,972,670	62,300,000	58,970,000	58,439,811	36,349,664	645,810	36,995,474	19,747,015	58,424,757			56,967,000	50,900,895
South Lanarkshire Greenhills	35,950,000	2,520,000	1,400,000	23,088,011	32,018,011	32,030,000	32,030,000	0	32,030,000	0	32,030,000			32,018,000	27,636,856
South Lanarkshire Stewartfield Way	30,000,000	0	0	62,212,230	30,012,230	30,000,000	1,210,544	44,465	1,255,009	1,500,000	17,210,544			4,705,500	25,905,535
East Kilbride Town Centre	50,300,000	0	7,024,081	0	43,275,919	43,275,919	1,687,406	312,830	2,000,236	5,000,000	28,165,954			3,220,000	38,869,862
Commercial Space	20,438,919	9,363,000	0	0	11,075,919	11,075,919	0	0	0	4,700,000	11,037,919			-	11,075,919
Cathcart Road	2,075,919	963,000	0	0	1,112,919	1,112,919	0	0	0	0	1,112,919			-	1,112,919
Red Tree Labs, Shawfield Innovation Campus	17,400,000	8,400,000	0	0	9,000,000	9,000,000	0	0	0	4,500,000	9,000,000			-	9,000,000
Retrofit Industrial Unit	963,000	0	0	0	963,000	963,000	0	0	0	200,000	925,000			-	963,000
Total South Lanarkshire	279,313,237	53,094,669	35,396,751	169,228,698	191,380,536	190,821,817	87,050,655	1,003,105	88,053,760	31,174,142	162,869,342	69,060,944	-	112,938,500	168,224,285
West Dunbartonshire -EXXON	46,843,735	0	17,151,823	27,897,000	29,722,842	29,691,912	28,579,879	424,823	29,004,702	1,112,033	29,691,912			29,691,492	25,905,582
Commercial Space	1,825,842	0	0	0	1,825,842	1,825,842	0	0	0	1,825,842	1,825,842			-	1,825,842
Total West Dunbartonshire	48,669,577	0	17,151,823	27,897,000	31,548,684	31,517,754	28,579,879	424,823	29,004,702	2,937,875	31,517,754	13,277,681	-	29,691,492	27,731,424
Airport Link	2,933,550	0	0	144,294,000	2,933,550	2,933,550	2,933,550	0	2,933,550	0	2,933,550	2,933,550	-	2,933,550	2,933,550
Clyde Metro	12,374,723	160,000	0	0	12,215,450	12,214,723	3,126,011	1,383,712	4,509,723	5,009,712	12,214,723	3,126,011	-	12,215,450	12,215,450
New Regional Project(s)	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-
Inflation Fund Projects	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-
EDC - Place and Growth	46,771,081	826,000	9,100,598	30,000,000	36,844,482	36,844,483	9,032,771	123,012	9,155,783	27,628,390	36,826,574			36,844,482	31,963,482
A803	899,209	0	0	700,000	899,209	899,209	899,209	0	899,209	0	899,209			899,209	780,086
Bishopbriggs Town Centre	4,687,233	0	0	3,900,000	4,687,233	4,687,233	766,991	100,343	867,334	3,716,150	4,669,324			4,687,233	4,066,288
Westerhill	41,184,639	826,000	9,100,598	25,400,000	31,258,040	31,258,041	7,345,801	43,439	7,389,240	23,912,240	31,258,041			31,258,040	27,117,108
Commercial Space	1,963,482	0	0	0	1,963,482	1,963,482	20,770	0	20,770	262,709	325,488			117,000	1,963,482
Total East Dunbartonshire	48,734,563	826,000	9,100,598	30,000,000	38,807,964	38,807,965	9,053,541	123,012	9,176,553	27,891,099	37,152,062	7,272,993	-	36,961,482	33,926,964
TOTAL INFRASTRUCTURE	1,553,494,787	150,709,068	270,072,804	1,130,895,698	1,133,923,828	1,132,712,915	643,702,008	15,322,857	659,024,865	154,640,973</					

Appendix 8: GRANT CLAIMS AND APPROVED FUNDING VS TOTAL AVAILABLE FUNDING AT QUARTER 1 2026/27

	Projected Cumulative Spend £	Cumulative Projected Spend to Close 2027/28 £	Grant Allocation Cumulative to Date £	Previous Years Total Claim £	Q1 Claim to end June 2026 £	Q2 Claim to end Sept 2026 £	Q3 Claim to end Dec 2026 £	Q4 Claim to end Mar 2027 £	Total Claim 2026/27 £	Cumulative to Current Quarter Grant Claim £	Total Funding Permitted from Approved Business Cases £	Total Funding Available from City Deal Government Grants £
Infrastructure Authority/Project												
ERC M77 Strategic Corridor	43,923,776	43,785,770		36,530,081	446,507				446,507	36,976,588	41,295,512	37,979,301
Robertson Street Industrial Units	1,459,548	1,425,000		-	-	-	-	-	-	-	89,000	1,459,548
Crossmill Industrial Units	4,300,000	2,322,000		27,915	92	-			92	28,007	258,000	4,300,000
Total East Renfrewshire	49,683,324	47,532,770	20,786,991	36,557,997	446,599	-	-	-	446,599	37,004,596	41,642,512	43,738,849
Glasgow Canal and North	99,443,000	98,198,000		87,182,958	-				-	87,182,958	93,503,872	87,182,958
Glasgow City Centre	123,425,000	109,394,000		46,672,011	6,747,405				6,747,405	53,419,415	75,233,000	107,617,929
Glasgow Clyde and Waterfront	120,884,000	99,038,000		62,696,484	1,291,743				1,291,743	63,988,227	64,525,366	105,556,310
Glasgow Collegelands	27,000,000	22,323,000		8,682,143	116,171				116,171	8,798,314	7,148,000	23,305,480
Glasgow MGSDP	40,158,000	39,796,000		34,699,271	-				-	34,699,271	36,041,000	34,699,271
Enabling Commercial Spaces Project	15,924,564	9,788,852		-	-	-	-	-	-	-	7,123,564	15,924,564
Total Glasgow	426,834,564	378,537,852	186,414,766	239,932,866	8,155,319	-	-	-	8,155,319	248,088,186	283,574,802	374,286,512
Inchgreen	9,727,000	9,727,000		8,396,015	-	-	-	-	-	8,396,015	9,727,000	8,396,015
Inchgreen Ph2	3,044,622	3,044,622		2,000	-	-	-	-	-	2,000	3,044,000	3,044,622
Inverkip	4,150,000	4,150,000		3,582,139	-	-	-	-	-	3,582,139	4,150,000	3,582,139
Ocean Terminal	10,254,000	10,254,000		10,254,250	-	-	-	-	-	10,254,250	10,438,000	10,438,000
Enabling Commercial Spaces Project	11,000,000	460,000		-	-	-	-	-	-	-	667,000	11,127,510
Total Inverclyde	38,175,622	27,635,622	15,932,350	22,234,404	-	-	-	-	-	22,234,404	28,026,000	36,588,286
North Lanarkshire A8/M8	6,479,000	4,365,000		1,052,107	3				3	1,052,110	1,199,000	5,726,516
North Lanarkshire Gartcosh/Glenboig	6,223,000	6,223,000		5,371,659	-	-	-	-	-	5,371,659	6,223,204	5,371,659
North Lanarkshire Pan Orbital Transport Corridor	171,051,000	101,958,000		55,858,778	179,413				179,413	56,038,191	78,689,826	149,053,615
Enabling Commercial Spaces Project	11,310,789	7,272,894		164,093	-				-	164,093	3,129,575	11,287,602
Total North Lanark	195,063,789	119,818,894	50,572,254	62,446,637	179,416	-	-	-	179,416	62,626,053	89,241,605	171,439,391
Renfrewshire CWRR	99,123,000	99,123,000		86,721,715	77,576	-	-	-	77,576	86,799,291	99,123,807	86,721,715
Renfrewshire GAIAR	39,049,000	39,049,000		33,705,767	-	-	-	-	-	33,705,767	39,049,000	33,705,767
Enabling Commercial Spaces Project	8,487,807	8,487,807		24,253	10,150	-	-	-	10,150	34,403	509,000	8,487,807
Total Renfrewshire	146,659,807	146,659,807	90,622,460	120,451,735	87,726	-	-	-	87,726	120,539,461	138,681,807	128,915,288
South Lanarkshire Cathkin Relief Road	16,000,168	16,000,168		13,835,218	-			-	-	13,835,218	16,028,000	13,835,218
South Lanarkshire Council Community Growth Areas	58,439,811	58,424,757		35,198,511	148,048				148,048	35,346,560	56,967,000	50,900,895
South Lanarkshire Greenhills	32,030,000	32,030,000		27,636,856	-	-		-	-	27,636,856	32,018,000	27,636,856
South Lanarkshire Stewartfield Way	30,000,000	17,210,544		1,089,518	91,184				91,184	1,180,702	4,705,500	25,905,535
South Lanarkshire East Kilbride Town Centre	43,275,919	28,165,954		1,682,287	317,949				317,949	2,000,236	3,220,000	38,869,862
Enabling Commercial Spaces Project	11,075,919	11,037,919		-	-	-	-	-	-	-	-	11,075,919
Total South Lanarkshire	190,821,817	162,869,342	69,060,944	79,442,390	557,181	-	-	-	557,181	79,999,571	112,938,500	168,224,286
West Dunbartonshire -EXXON	29,691,912	29,691,912		25,682,294	223,287				223,287	25,905,581	29,691,492	25,905,582
Enabling Commercial Spaces Project	1,825,842	1,825,842		-	-	-	-	-	-	-	-	1,825,842
Total West Dunbartonshire	31,517,754	31,517,754	13,277,681	25,682,294	223,287	-	-	-	223,287	25,905,581	29,691,492	27,731,424
Airport Link	2,933,550	2,933,550	2,933,550	2,933,550	-	-	-		-	2,933,550	2,933,550	2,933,550
Clyde Metro	12,214,723	12,214,723	3,126,011	3,126,011	1,383,712			-	1,383,712	4,509,723	12,215,450	12,215,450
New Regional Project(s)	-	-	-	-	-	-	-			-	-	-
Inflation Fund Projects	-	-	-	-	-	-	-			-	-	-
EDC Place and Growth	36,844,483	36,826,574		9,182,340	2,114,303				2,114,303	11,296,643	36,844,482	31,963,482
Enabling Commercial Spaces Project	1,963,482	325,488	-	-	-	-	-	-	-	-	117,000	1,963,482
Total East Dunbartonshire	38,807,965	37,152,062	7,272,993	9,182,340	2,114,303	-	-	-	2,114,303	11,296,643	36,961,482	33,926,964
				-						-		
TOTAL INFRASTRUCTURE	1,132,712,915	966,872,376	460,000,000	601,990,225	13,147,542	-	-	-	13,147,542	615,137,767	775,907,200	1,000,000,000

Appendix 9: PMO BUDGET AS AT PERIOD ENDED 30 JUNE 2026

Title	Original Approved Budget 2026/27	Actual Costs to Period 3	Probable Outturn 26/27	Budget Variance
Total PMO Salary Costs	3,319,457	702,811	3,337,478	18,021
Third Party Costs	104,032	98,743	3,606,819	3,502,788
Internal Audit Fees	24,839	0	24,839	0
External Audit	15,193	3,744	15,193	0
Marketing	46,000	1,400	46,000	0
Intelligence Hub:	15,000	22,866	22,866	7,866
GAMS software (£3k p.a)	3,000	0	3,000	0
EVIF	0	5,200	5,200	5,200
5GIR costs	0	5,450	5,450	5,450
Regulators Pioneer Fund	0	4,900	4,900	4,900
Clyde Mission	0	48,583	48,583	48,583
Clyde Maritime Skills	0	154	367,313	367,313
LIPF	0	0	175,293	175,293
InvestmentZone	0	0	2,881,737	2,881,737
Utilisation Credit Recharge	0	6,446	6,446	6,446
Others	138,300	90,589	138,300	0
Provisions	2,000	0	2,000	0
Supplies	2,000	557	2,000	0
Place Costs	30,000	0	30,000	0
Sniffer for Climate Ready Clyde	88,000	88,000	88,000	0
Teomach (Widcat Applic's) - Cenefits licences	4,800	1,200	4,800	0
CITB Labour Market Tool (not used 23/24)	3,500	0	3,500	0
Meetings, Workshops and Catering	2,000	733	2,000	0
Training	6,000	99	6,000	0
Total PMO, Intelligence Hub and Portfolio Development Actual and Projected Spend	3,561,789	892,143	7,082,597	3,520,809
Funding				
SPF Project funding b/fwd from 25/26	£0	(£10,862)	(£10,862)	(£10,862)
Innovation Accelerator b/fwd from 25/26	£0	(£287,083)	(£287,083)	(£287,083)
Public Service Reform Invest to Save b/fwd from 25/26	£0	(£5,273)	(£5,273)	(£5,273)
INSPIRE- the Innovation Skills Pilot b/fwd from 25/26	£0	(£4,380)	(£4,380)	(£4,380)
Investment Zone Capacity grant c/fwd	£0	(£425,152)	(£400,000)	(£425,152)
Investment Zone Rev grant c/fwd	£0	(£2,358,000)	(£2,358,000)	(£2,358,000)
Investment Zone Skills grant c/fwd	£0	(£400,000)	(£400,000)	(£400,000)
Regulators Pioneer Fund	£0	(£7,953)	(£7,953)	(£7,953)
SiPHER funding	(£70,018)	£0	(£70,018)	£0
ClydePlan funding	£0	(£8,094)	(£8,094)	£0
Clyde Mission	(£145,617)	£0	(£145,617)	£0
LIPF	£0	(£175,293)	(£175,293)	(£175,293)
Clyde Maritime Skills	(£367,313)	£34,108	(£367,313)	£0
Place Recharge to Members	(£535,253)	£0	(£535,253)	£0
Climate Ready Clyde from MA's 26/27	(£88,000)	£0	(£88,000)	£0
Work undertaken by the Intelligence Hub	£0	(£28,000)	(£28,000)	(£28,000)
Funding from Member Authorities 26/27	(£1,347,438)	£0	(£1,347,438)	£0
Total Funding	(£2,553,640)	(£3,675,982)	(£6,238,578)	(£3,673,996)
Balances Brought Forward from Prior Years as at 1/4/26			(3,932,322.77)	
Cumulative (Surplus)/deficit anticipated at year end based on Q1 financials at Period 3			844,019.69	
Anticipated Cumulative Net (Surplus)/Deficit Carried Forward at 31/3/27			(3,088,303.09)	

Appendix 10a - CITY DEAL PMO AND SUPPORT GROUPS ANNUAL IMPLEMENTATION PLAN 2026/27 MONITORING (RAG STATUS DEFINITIONS IN ENDNOTES)

Ref No	Name	Action	Approved Timescale	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
CD-GOV_1	Benefits Realisation	Monitoring the delivery of benefits from City Deal Innovation projects and City Deal infrastructure fund project benefits, including the updating of the Benefits Realisation Dependencies Register, on an ongoing basis	Quarterly	Head of GCR PMO	City Deal Project Benefits are included in the Quarterly GCR PMO Report. An update for the Imaging Centre for Excellence has been included within the 2024/25 Annual Performance Report. A new approach to Dependencies Register reporting is being adopted to cover the City Deal programme and the other RES Programmes. <i>This will be included in the Q2 Regional Performance Report.</i>	Green	24/07/2026
CD-GOV_2	Benefits Realisation	Develop and implement new OBC monitoring for outcomes and follow on investment and developing accurate mapping of outcomes	Quarterly	Programme Manager City Deal	Outcomes are fully integrated with the Business Case Appraisal process, with the Intelligence Hub supporting ongoing analysis and reporting. Additional outcomes, including windfall outcomes not originally identified at OBC stage, are now reported alongside existing information, including economic calculations. Work to improve the accuracy and consistency of benefit information continues, including consolidation activity to support the development of individual project benefit realisation plans. This has included a particular focus on housing outputs and the identification of development site locations. Data quality continues to improve, with outputs and outcomes now clearly differentiated based on funding source. Benefit realisation guidance contained within the Programme Management Toolkit has been refreshed.	Green	24/07/2026
CD-GOV_3	Evaluation	Delivery of the Gateway 3 Readiness Improvement Plan actions alongside the Intelligence Hub.	Ongoing 2026/27	Head of GCR PMO/ Head of Intelligence Hub	Confirmation of successful completion of Gateway 2 received June 2025. Meetings have taken place with all Member Authorities to identify new Outcome Indicators for monitoring ahead of Gateway 3. The IH continues to progress the mapping of follow-on investment sites. <i>It is expected this exercise will complete by end Q2 2026/27. Local Evaluation Plans are being developed for all projects. PMO and Hub staff to attend MHCLG session 29 September 2026 re learning from Local Evaluation Framework. LEPs will be finalised thereafter.</i>	Green	24/07/2026
CD-GOV_4	Finance	Developing PMO budget for 2027/28	01/03/2027	Finance Manager	<i>Still to start</i>	Future	02/07/2026
CD-GOV_5	Finance	Financial Monitoring of the City Deal Programme Spend 2026/27	Quarterly	Finance Manager	<i>Period 3 monitoring complete and reported for Q1</i>	Green	02/07/2026
CD-GOV_6	Finance	Agreeing Infrastructure Pass Down Letters for 2025/26 final grant to Member Authorities	01/07/2026	Finance Manager	<i>Final Grant approved May Cabinet and paid June'26</i>	Complete	02/07/2026
CD-GOV_7	Finance	Agreeing 2026/27 Grant Letter with Scottish Government	30/06/2026	Finance Manager	<i>Letter agreed and final version received</i>	Complete	02/07/2026
CD-GOV_8	Finance	Agreeing Infrastructure Pass down Letter 2026/27 with Member Authorities and grants paid	31/08/2026	Finance Manager	<i>Passdown letter agreed shortly to issue to MA's</i>	Green	02/07/2026
CD-GOV_9	Finance	Meetings with Member Authorities to discuss projects performance along with other team members of PMO.	Quarterly	Finance Manager	<i>First round of Chats undertaken</i>	Green	02/07/2026
CD-GOV_10	Finance	Reviewing Project Status Report Finance Sections, completing MA monitoring visits and producing finance report within Quarterly Programme Report	Quarterly	Finance Manager	<i>Q1 to take place imminently</i>	Green	02/07/2026
CD-GOV_11	Finance	Processing quarterly grant claims	Quarterly	Finance Manager	<i>Q1 to take place imminently</i>	Green	02/07/2026
CD-GOV_12	Finance	Developing 5-year, annual and quarterly spend projections	Quarterly	Finance Manager	<i>Obtained from Project Status Reports</i>	Green	02/07/2026
CD-GOV_13	Finance	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model	Quarterly	Finance Manager	<i>Grant Claims analysed</i>	Green	02/07/2026
CD-GOV_14	Governance	Annual Implementation Plan: Monitor and record progress in the actions set out in the current Plan within the PMO report.	Quarterly	Head of GCR PMO	Appendix included in Quarterly Report providing progress on all actions.	Green	02/07/2026
CD-GOV_15	Governance	Maintain Programme Risk Register and Issues Log	Ongoing	Head of GCR PMO	Risk Register and Issues Log continue to be updated on a monthly basis. Circulating Risk Register and Issues Log to the Support Groups' Chairs for their information and comment.	Green	20/04/2026

Ref No	Name	Action	Approved Timescale	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
CD-GOV_16	Governance	Develop Interim and Quarterly Programme Status Reports.	Monthly	Programme Manager City Deal	Quarterly Programme Status Report continue to be updated and a quarterly basis to account for the programme/projects progress. It has been agreed with the Lead Officers and the Director for Regional Economic Growth that, going forward, the Interim Report will no longer include updates for every project by default, but will instead focus on exception reporting and will continue to include Change Control Requests, Business Case approvals or other key developments. In the future we will look into revising the structure of the QPR.	Green	20/04/2026
CD-GOV_17	Governance	Maintain Overall Programme Plan	Monthly	Programme Manager City Deal	Monthly update of dashboard for inclusion in the new Programme Status Report. Identify Milestones for project progress reporting.	Green	20/04/2026
CD-GOV_18	Governance	Complete Programme-level Lessons Learned exercises	As required	Programme Manager City Deal	Continue liaising with the MAs for the future preparation of Lessons Learned. Member Authorities (MAs) will be involved in a series of Lessons Learned exercises throughout 2026/27 including their experiences in working with bodies such as Network Rail and the process for marketing sites. These summaries should highlight key challenges, successes, and any recommendations for improving future engagement and delivery. MAs are now requested to complete Lessons Learned Reports summarising key insights from project delivery to inform future projects and wider programme delivery. <i>The PMO presented a list of Lessons Learned topics to the Feb 2026 Lead Officers' Group (LOG). The Lessons Learned Exercise have now been scheduled.</i>	Green	20/04/2026
CD-GOV_19	Governance	Update the Assurance Framework	31/03/2026	Head of GCR PMO	Proposed updates to Assurance Framework agreed by May 2026 Cabinet.	Future	24/07/2025
CD-GOV_20	Governance	Develop the Annual Performance Report (April 2025 – March 2026)	11/07/2026	Communication and Marketing Manager	The 2024/25 APR was approved at August 2025 Cabinet. A media release was issued and shared with council comms leads with an ask for local comms activities. Highlights of APR successes were also shared on social media. A further animation is being developed to bring the APR content to life and showcase successes in the past year. A schedule and outline content plan to be developed for the 2025/26 APR.	Future	20/01/2026
CD-GOV_21	Governance	Business Cases Submitted	Ongoing	Programme Manager City Deal	No Business Cases were Submitted in Quarter and under appraisal	Green	15/07/2026
CD-GOV_22	Governance	Delayed Business Cases	Ongoing	Programme Manager City Deal	Business Cases that have <u>missed their submission deadline</u> and are awaiting restatement: - GCC: EIIPR - Broomielaw/Clyde St FBC - SLC: ECS - Industrial Unit FBC - SLC: ECS - Cathcart Road FBC - GCC: CNG - Port Dundas: Dobbies Loan FBC - <i>GCC: CCB - High Street Public Realm and Connectivity FBC</i> - <i>GCC- EIIPR - George St Phase 2</i> - ERC: M77 Corridor - Balgray Visitor Facilities FBC (May 26 CEG) - SLC: Larkhall CGA Merryton Roundabout & Link Road FBC (May 26 CEG) - <i>SLC - Stewartfield Way FBC</i> - RC: ECS - Tech Terrace AMIDS (New Build) FBC (May 26 CEG) - <i>ERC ECS - Crossmill Industrial Units (New Build) FBC</i>	Amber	15/07/2026

Ref No	Name	Action	Approved Timescale	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
CD-GOV_23	Governance	Business Cases Approved	Ongoing	Programme Manager City Deal	Business Cases Approved <u>in period</u> : - SLC: Larkhall CGA - Larkhall Leisure Centre Business Cases Approved <u>Last Quarter</u> : - GCC: CWWEIQ - DDF CWIC FBC - GCC: ECS - Red Dalmarnock FBC - GCC: EIIPR - Argyle St East FBC - EDC: Westerhill Development Road FBC - EDC: Bishopbriggs Town Centre FBC - SLC: CGA Larkhall - Holy Cross High School FBC - SLC: CGA East Kilbride - St Andrews/St Brides FBC - IC - Inchgreen Ph.2 FBC	Complete	15/07/2026
CD-GOV_24	Governance	Future Business Cases	Ongoing	Programme Manager City Deal	No Business cases were submitted for August <u>2026 CEG</u> . Business cases to be submitted for <u>September 2026 CEG</u> : - NLC: RIA South - New Dual Carriageway Rav to Motherwell FBC - SLC: Uddingston Grammar School FBC - SLC : M74 Works FBC - GCC ECS: The Lighthouse Ph.2 (Refurbishment) - NLC ECS: Ravenscraig (New Build) ph. 2	Future	15/07/2026

Appendix 10c: RES ANNUAL IMPLEMENTATION PLAN 2026/27 MONITORING (RAG STATUS DEFINITIONS IN ENDNOTES)

Ref No	Name	Action	Approved Timescale	Project Sponsor	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_1	Audit	Produce and deliver Internal Audit Plan for 2026/27	30/06/2026	Finance Manager	Audit Manager	<i>Plan approved by Cabinet in May 2026</i>	Complete	02/07/2026
RES_2	Audit	Audit Support Group meets	Ongoing	Finance Manager	Audit Manager	<i>To be arranged</i>	Green	02/07/2026
RES_3	Audit	Assurance audit report – Community Benefits Hub	31/03/2027	Finance Manager	Audit Manager	Work to commence	Future	02/07/2026
RES_4	Audit	Assurance audit work - Regional Empowerment Governance Critical Friend	31/03/2027	Finance Manager	Audit Manager	Work to commence	Future	02/07/2026
RES_5	Audit	Assurance audit report - Clyde Mission Heat Decarbonisation Governance Phase 2	31/03/2027	Finance Manager	Audit Manager	Work to commence	Future	02/07/2026
RES_6	Audit	Assurance audit report - Follow Up Audit and officer support	31/03/2027	Finance Manager	Audit Manager	Work to commence	Future	02/07/2026
RES_7	City Deal Programme	Deliver key project milestones as set out within City Deal Annual Implementation Plan	April 2026-March 2027	Head of GCR PMO	Programme Manager City Deal	Of the City Deal's 22 Projects: no project is reported Red status; 1/22 is fully Complete - Gartcosh/Glenboig Community Growth Area Project; 0/22 are reporting at Amber status; and 21/22 are reporting at Green. All Strategic Business Cases (20) , Outline Business Cases (30) and Strategic Outline Programme Business Cases (1) are now complete. 67 of 119 Full Business Cases are now complete.	Green	26/01/2026
RES_8	Clyde Metro Programme	Support the development of the Case for Investment for Clyde Metro	Sep-27	Head of GCR PMO	Head of GCR PMO	The Head of the GCR PMO, Intelligence Hub Manager, and Head of Place are members of the Local Authority Senior Officers' Group that will provide ongoing support to the Clyde Metro Project Team. A detailed progress report on the project was presented to the CEG on 24 October 2024 and set out an updated milestone for completion of the Case for Change to February 2027. Approval has been given by CEG to fund the GCR Place Team to support place workstream. The Metro project has been selected as a 'Focus Project' by the NWF. An action plan for NWF support has been developed.	Green	28/07/2026
RES_9	Clyde Metro Programme	Support the development of the Case for Investment by progressing the 'Places by Clyde Metro' workstream	Apr-27	Head of GCR Place	Head of GCR Place	The Places x Clyde Metro (PxCM) workstream was introduced as a complementary, evidence-led approach to support decision-making; aligned with CFI Stage 2 activity and supported by £1.33m of City Deal funding. SPT and GCR Place team have continued working collaboratively to shape the overall direction of the PxCM programme. Work since April 2026 has focused on exploring the relationship between the Clyde Metro CFI and PxCM workstreams. This has focused on two key areas: • Defining the scope and what outputs each workstream will deliver • Defining the relationship between the CFI and PxCM Programmes, including technical delivery and broader governance approval(s) By Summer 2026, an initial Preferred Network Option and Phase 1 shortlist will be established, marking a key CFI milestone. This milestone provides an opportunity to establish a one-way dependency from the CFI to the PxCM Programme, which will ensure they can both be progressed in parallel. SPT has worked closely with the GCR Place team to define the resourcing needed to support the PxCM programme. Since then, activity has focused on progressing recruitment for the PxCM Lead role. A 12-month fixed-term contract, commencing in Autumn 2026, has been identified as the most appropriate approach to recruitment.	Green	28/07/2026

Ref No	Name	Action	Approved Timescale	Project Sponsor	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_10	Clyde Mission	Develop a Strategic Masterplan for Clyde Mission	Jul-26	Head of GCR Place	Programme Manager Clyde Mission	The first phase of the Clyde Mission Strategic Masterplan development is now complete. A summary engagement report has been produced and will be published on the dedicated webpage. The process identified significant risks and constraints, including flooding, contamination, water quality, financial viability challenges, geopolitical uncertainties, and policy barriers (notably NPF4 Policy 22). The river was also frequently cited as both a physical and psychological barrier. Encouragingly, a long list of over 20 potential signature locations, growth drivers, and priority projects has been identified. These are grouped into two tiers of programmes: Foundational Priorities (flood resilience, decontamination, green-blue infrastructure, and connectivity) and Priority Programmes (maritime economy, clean energy, signature developments, and tourism/culture). Phase 2 has now commenced, with a number of workshops taking place to scope scenarios, test options, and finalise synthesis. Phase two also included an open consultation which has concluded and is currently being assessed. These will inform the Multi-Criteria Assessment, shortlisting, and prioritisation. The Masterplan, together with the delivery programme and investment business case, is expected by the end of October 2026. It will then proceed through Clyde Mission governance in November (Short Term Working Group, Chief Executives' Group, Regional Partnership, and Cabinet).	Amber	28/07/2026
RES_11	Clyde Mission	Delivery and operation of the Heat Decarbonisation Fund	Mar-27	Head of GCR Place	Programme Manager Clyde Mission	The Clyde Mission Heat Decarbonisation Fund (CM HDF) was launched on 10 December 2025. The Fund is hosted on a dedicated website that includes an online eligibility test, a grant application portal, a story map outlining the scheme, and a comprehensive suite of guidance documents. The deadline for applications submissions to the first round of Clyde Mission Heat Decarbonisation Fund was the 27th of February 2026. Two applications were received: - CM-HDF-262701 from North Lanarkshire Council for Strathclyde Country Park Watersports Centre; - CM-HDF-262702 from Clyde Gateway Developments Limited for Clyde Gateway Community Energy Project – DHN Thenue Extension; Initial screening concluded that CMHDF2627-02 requires some further development and it has been deferred to the next round (deadline 31 July 2026). CM-HDF-262701 was assessed internally and passed on to the Independent Assessment Panel (IAP) with recommendation to award the full amount applied for - £1,182,510. The project will install a 400 kW closed-loop Water Source Heat Pump (WSHP) system, utilising Strathclyde Loch as the heat source, together with a supporting 60 kWp solar Photo Voltaic (PV) array. This will fully replace the existing end-of-life gas boilers and decarbonise heating and domestic hot water at the Watersports Centre. The project is proposed to start in June 2026 and be completed in December 2026. The IAP accepted the assessment recommendation to refer the application for final approval of the Chief Executives' Group (CEG). GCR Cabinet has previously delegated authority to CEG to approve individual grant awards. On the 13th of May 2026 CEG approved the recommendation to award. GCR Place are now progressing to complete the technical assessment and issue the grant award to the successful applicant.	Green	28/07/2026
RES_12	Commercial Land and Property Programme	Agree VDL next steps in light of Ryden report and Regional Spatial Strategy priorities.	Mar-27	Head of GCR Place	Head of GCR Place		Future	02/07/2026

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RES_13	Comms & Marketing	Develop and launch the Community Benefits Hub system, roll-out across the member councils and progress through the three phases.	Ongoing	Communication and Marketing Manager	Communication and Marketing Manager	The GCR Community Benefits Hub (CBH) was launched in August 2024, following extensive consultation with member councils, suppliers, the third sector and community groups. Four councils are live on the system (including Glasgow's HSCP) and great progress is being made with over 200 community groups registered and over 60 Requests delivered. SLC is also now set up but not yet live. Phase 2 is now underway with the University of Strathclyde onboarded as our first stakeholder organisation. CMAL has now joined and engagement is underway with further organisations including DWP and the University of the West of Scotland and CMAL. The CBH was short-listed for three national awards in 2025 (One GO award and two Social Value Award nominations). Further enhancements are being considered to enable other non-suppliers to meet Requests including house builders. An initial meeting was convened by ERC and RC with housebuilders 29/01/26. This would see the launch of Phase 3. Proposals will be brought to a future CEG meeting for progressing Phase 3.	Green	24/07/2026
RES_14	Comms & Marketing	Maintain Communication Planning Grid setting out monthly activities, events and key milestones	Ongoing	Communication and Marketing Manager	Communication and Marketing Manager	Continue to update the GCR Planner quarterly and to seek input / updates on content from the PMO team. Issue the link for the PLG papers in advance of each meeting. Ongoing updates continue to be made to the live document which is available on the Google Drive. SMT will review the planner quarterly.	Green	24/07/2026
RES_15	Comms & Marketing	Deliver strategic comms, marketing and engagement activities for the GCR PMO including media releases / comms, our website and social channels, work to build awareness and grow our audience, production of strategic documents. Comms and marketing support for our key programmes of work including projects within the RES.	Ongoing	Communication and Marketing Manager	Communication and Marketing Manager	Recent media releases and coverage include the official designation of the Investment Zone tax site and the launch of the Clyde Mission Heat Decarbonisation Fund in December, the procurement exercise kick-off for the Regional EVC infrastructure scheme (December), the open call for the LPIF research and development (December).	Green	24/07/2026
RES_16	Economy and Health Programme	Develop Strategic Partnerships to support people to sustain healthy working lives.	Mar-27	Head of GCR PMO	Programme Manager Health and Inclusive Economy	Work to progress SBC led by the PMO with the support of a small Steering and Development Group. Alongside the content of the strategic case, an employer engagement exercise helped to identify potential project options, and further individual discussions held with stakeholders.-Complex process due to the requirement to consider the potential for both improving existing services/offers and introducing new interventions to fill the identified gaps, and the broad nature of the issue itself. Connections have been made with related work at Scottish Government, Prosper, and the University of Glasgow, including contributing to UK Government's Mayfield Review and participating in development of the Health and Work Action Plan with PHS for Scot Gov. Work is being undertaken to align what has been learned regarding the options for improving employee retention rates and preventing those in work from falling into economic inactivity with the activities of partner organisations in the Region, and nationally. In addition, activity focused on tackling employability and employee retention is being scoped for Inverclyde, supported by the PMO and Hub, recognising intractable issues in this area. Options are also being explored to better align health and economic development at the strategic level, with employee retention in fair and healthy work as a focus. Chief Execs of both NHS Boards within the Region now invited to join regional Chief Executives' Group. Specific session to be organised with Chief Executives of MAs, NHS Boards, and other strategic partners, as approved at CEG (7th August '25). Exploration of Marmot Places work as a potential shared area of interest. Partnership progression including in-development regional Community Wealth Building Partnership in response to CWB (Scotland) Act, and Poverty, Inequality and Inclusion Workstream to support regional devolution proposition.	Superseded	21/07/2026

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RES_17	Economy and Health Programme	Secure accreditation with Living Wage Scotland to make GCR a Living Wage Place	Nov-27	Head of Economic Delivery	Programme Manager Health and Inclusive Economy	Living Wage Place Action Group established, co-chaired by the Director of Regional Economic Growth and the Chief Executive of a small retail business located in Glasgow City. Working with Living Wage Scotland, private, public and third sector members acting as champions and advocates for Living Wage accreditation via Action Group membership. The Action Plan includes milestones for number of Living Wage accredited businesses in the Region, and number of workers receiving an uplift in their pay as a result of these accreditations. Action Plan approved by Cabinet, and social media launch of campaign (5/11/24). While the initial work of establishing the Living Wage campaign has been delivered, accreditation with Living Wage Scotland is a three-year process that begins at the campaign launch date. This is reflected in the timescale for this action - November 2027. Action Group meets quarterly, with a mix of in-person and online sessions. Goal for number of new accreditations in year one was met (n=200; Nov 25). Successful in person event delivered at end of year one (November 25). Glasgow City Region now participates in the UK-wide 'Making Living Wage Places Group', facilitated by the Living Wage Foundation. Beginning to focus on actions to increase accreditation in priority sectors. GCR Action Group shortlisted for Living Wage Award. End of year one review complete, and year two action plan in place. <i>A Summer Intern is supporting the Living Wage Place campaign principally through the development of a Living Wage Trail as a promotional tool which will be complete by end August '26.</i>	Green	21/07/2026
RES_18	Economy and Health Programme	Establish and embed a GCR Good Employment Charter	TBD	Head of Economic Delivery	Programme Manager Health and Inclusive Growth	Following approval to establish a regional good employment charter, a survey to gather views from employers on the focus, content, and management of the Charter was undertaken, with the findings used to shape the Charter content. The draft Charter discussed by EDG and the regional Anchor Network. EDG consulted on the preferred delivery model to deliver the Charter objectives. Series of discussions held with those managing similar schemes in other places, including Belfast City, North of England, West of England, and Greater Manchester Combined Authorities. PMO undertaking an assessment of capacity and resource required to support the further development and delivery of the charter, in line with the preference for a model that is embedded regionally. Delay in delivery reflects the need to resource appropriately prior to launch. Current expectation is to take a proposal to November Cabinet. Capacity and resource requirements closely aligned to Foundational Economy Challenge Fund work with good progress being made in identifying crossovers and commonalities and plan to appropriately resource. More detailed exploration of resourcing with lead officers for established charters highlights requirement for dedicated capacity prior to launch. While pre-launch actions being progressed further work needed to identify way forward.	Amber	24/07/2026
RES_19	Electric Vehicle Charging Infrastructure Programme	Develop & deliver a GCR ECVI Collaboration with a Commercial Partner to deliver approx. 3,000 additional charge points.	Dec-26	Regional Partnership Manager	Programme Manager	<i>The first phase of the procurement process was completed in May 2026 with the shortlisting of 5 bidders who had responded to the Invitation to Participate. Work is underway to drafting the procurment documents and draft contract with input from all MAs. The intention is to publish the Invitation to Tender in August 2026. A detailed report will be taken to GCR CEG and Cabinet in August 2026.</i>	Green	27/07/2026
RES_20	Electric Vehicle Charging Infrastructure Programme	Plan for future EVCI collaboration arrangements over medium to longer term.	Aug-26	Regional Partnership Manager	Programme Manager	The medium to long term arrangements will be included in the subsequent IAA that reflects the conclusion of the procurement of a Charge Point Operator. The overall objective is to have a new CPO in place by December 2025. Weekly meetings have commenced between GCR PMO, and GCC Legal and procurement. Current work has focused on development of a scope to publish in a PIN and gather market feedback. Future next steps will include drafting of an IAA which determines collaboration arrangements in contract mobilisation and early drafting of a contract. Further development of the IAA is currently taking place with consideration of the governance and roles and responsibilities for all stakeholders including GCC as lead authority, all Member authorities and the Central Contract Management Team (CCMT). <i>GCC has recruited a Contract Manager, and a programme to develop the second IAA will shortly be shared with the MAs. The second IAA will require to be signed by all MAs before the contract with the CPO is signed by GCC.</i>	Green	27/07/2026
RES_21	Finance	Preparation and submission of PMO Annual Accounts 2025/26.	01/11/2026	Finance Manager	Finance Manager	<i>Unaudited Accounts prepared for May 2026 Cabinet. Audit of accounts started</i>	Green	02/07/2026

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RES_22	Future Skills Programme	Deliver the Local Government Skills Project.	Ongoing	Head of Economic Delivery	Skills Group Manager	Following a review of Local Government Training Opportunities a number of Member Authorities have committed to explore paid work experience places and intern positions, within their Local Authorities. Glasgow city Council are developing a small scale pilot programme for work placements for Senious phase school pupils. North Lanarkshire council are in discussions in the hopes of piloting an internship programme in 2026. Following the successful appointment to GCR, the Group Manager - Skills is meeting with UWS to determine progress to date and future activity.	Green	21/07/2026
RES_23	Future Skills Programme	Maritime: –Implement the recommendations from Rand Report	Mar-27	Head of Economic Delivery	Skills Group Manager	Conversations are ongoing between GCR, SDS and Scottish Government following the Scottish Parliament General Election regarding the funding position for 2026/27 delivery. Ministerial approval of a reduced budget is anticipated, and a revised offering will be delivered throughout 2026/27.	Amber	21/07/2026
RES_24	Future Skills Programme	Regional Skills Devolution Group: work to progress the proposals to devolve skills decisions to GCR.	Mar-26	Head of Economic Delivery	Skills Group Manager	Following the appointment of the new chair of the RSDG and Colleges Partnership West a request was presented to CEG to approve the recruitment of a Group Manager - Skills. This post would report directly to the Head of Regional Economic Delivery and also support the work of the Regional Intelligence Hub. Following a successful recruitment process, the Group Manager - Skills joined the GCR team in May 2026. Regional Empowerment activities commenced in June 2026. Stella McManus, Principal and CEO of South Lanarkshire College, and chair of the previous RSDG and Colleges Partnership West, has been selected as the Chair of the Skills Workstream for Regional Empowerment. The Group Manager for Skills will act as the GCR lead on the workstream. Group members are currently being recruited with the inaugural meetings proposed for early August 2026.	Green	21/07//2026
RES_25	Future Skills Programme	Develop skills programmes to support the Investment Zone and Innovation Action Plan	Mar-26	Head of Economic Delivery	Skills Group Manager	Following the successful appointment of the Group Manager for Skills, the GCR IZ Skills Programme activity is now in the exploratory design phase. The Group Manager for Skills has met with Scottish Government colleagues to discuss the outline skills programme, reporting and monitoring requirements, and has scheduled regular meetings to ensure timely progress updates. Introductory meetings are scheduled with GCR IZ Programme and Project Leads throughout July-August. A follow up stakeholder workshop is being planned for September-October to test and validate emerging findings and skills propositions.	Amber	21/07//2026
RES_26	Governance	Implement Programme Document Retention Strategy as per Programme Management Toolkit requirements	Ongoing	Business Support Officer	Business Support Officer	Objective Connect folders transferred to SharePoint where required. Ongoing review of electronic and hard copies to ensure document retention requirements adhered to. Project underway to transfer files to EDRMS.	Green	24/07/2026

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RES_27	Housing Retrofit Programme	Deliver the GCR Regional Retrofit Strategy	Feb-28	Regional Partnership Manager	Programme Manager	The Regional Retrofit Strategy and Action Plan was presented and approved by GCR Cabinet on 25 February 2025. The content of this strategy was promoted during Retrofit Action Week and as part of the Glasgow's Retrofit Summit held between 11-13 February. The GCR Housing Retrofit Delivery Group will consider the action plan as a standing item on their 6 weekly agenda to start to progress actions. GCR PMO and GCC attended a roundtable hosted by the Existing Homes Alliance on 20 May to explore the importance of establishing One Stop Shop/ Retrofit Agency in the delivery of retrofit at scale. This action has been amended to now cover the delivery of the Strategy until February 2028. Current activity is underway to understand local ABS delivery and share best practice. This has been captured via a survey sent to member authorities and a follow up interview to identify challenges and bottlenecks in internal processes. There is also work underway to more fully understand the impact of disrepair and how this impacts retrofit delivery in terms of cost and effectiveness through examples provided by officers that attend the HRDG. A report was presented to Regional Partnership on the 12 February and to Cabinet on 17 March giving an update a year on from the publishing of the Regional Retrofit Strategy. Further activity has been progressed to investigate the 'One Stop Shop' model that other organisations are developing, including the Existing Homes Alliance, South Yorkshire Mayoral Combined Authority, South Lanarkshire Council, and the Scottish Government. This will be the focus of the Housing Retrofit Delivery Group meeting on 20 August.	Green	17/07/2026
RES_28	Housing Retrofit Programme	Improve use of Existing Retrofit Funding (EES: ABs)	Jun-26	Regional Partnership Manager	Programme Manager	The main source of funding for domestic retrofit is through the SG's EES:ABs investment programme which is allocated directly to MAs. MAs have identified a number of issues impacting on their ability to spend their grant allocations and maximise the benefits for local residents. These challenges include: - SG grant conditions and timescales; - internal local authority processes; and, - wider market and commercial challenges relating to retrofit delivery. The Regional Retrofit Strategy and Action Plan 2025-2028 was approved by GCR Cabinet on 25 February. This included a specific action to further engage with SG around ABS funding to seek to secure multi-year funding allocations that enable MAs to establish longer term local retrofit delivery plans. Delay due to waiting on information from SGOV around previous spend to feed into the development of survey. Current work to explore ABS delivery is underway. Member authorities have been asked to complete a survey looking in more detail at internal processes. This survey has followed up with interviews with key staff in member authorities to fully understand internal processes, identify any bottlenecks and share best practice. The initial results of this survey were shared and follow up calls with MAs were organised. Key learning was included in the update report to Regional Partnership on 12 February and was presented to Cabinet on 17 March 26. The GCR PMO will carry out a further follow up review with the MAs at the end of the 26/27 financial year.	Amber	17/07/2026
RES_29	Inclusive Economy Programme	Establish a multi-agency cross-sector Community Wealth Building Partnership.	Sep-28	Head of Economic Delivery	Programme Manager Health and Inclusive Economy	Programme Manager participated in national launch of NSET Action 44 report (5 Sept 2024) which focuses on increasing the number of social enterprises, employee-owned businesses and cooperatives in Scotland, supporting regional regeneration and the wealth of local communities. Follow up meeting with Cooperative Development Scotland to explore potential joint working. Future Anchor Summit to include focus on shared ownership and alternative business models, with input from Scottish Government. This action links closely with the RES Foundational Economy Programme. As Anchor Network continues to focus on the 'procurement' pillar, the shift to thinking about shared ownership will occur at a later Summit. Programme Manager participating in Democratic Business Summit, November 2025. In response to the Community Wealth Building (Scotland) Act, establish a regional CWB Partnership to include member local authorities and the appropriate bodies as set out within the Act. Utilise GCR Anchor Network as a basis for this partnership. Paul Manning, Chief Executive of South Lanarkshire Council, to chair. First meeting to be held early autumn 2026.	Green	21/07/2026

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RES_30	Inclusive Economy Programme	Develop and deliver a Community Wealth Building Plan for GCR.	Sep-30	Head of Economic Delivery	Programme Manager Health and Inclusive Economy	<i>As a regional Community Wealth Building Partnership, develop a CWB Plan for the Region and move into delivery phase. Actions to be regional insofar as this is practicable, with space for local plans and actions to sit alongside. Guidance from Scottish Ministers is expected and will shape this process and the plan itself.</i>	Green	21/07/2026
RES_31	Inclusive Economy Programme	With Good Economy, develop and deliver a Place Based Impact Investing Lab.	Jun-26	Head of Economic Delivery	Programme Manager Health and Inclusive Economy	Contract with Good Economy commenced 12 January 2026. Taking Place Based Impact Investing approach to investment landscape in GCR. Stakeholder workshop to be held (Feb 26) and report expected by end March. Progress of CWB Bill through Parliament highlighting need for clarity on 'finance' pillar and possibilities for local authorities/regions in this area.	Complete	21/07/2026
RES_32	Inclusive Economy Programme	Deliver an early learning childcare Foundational Economy Challenge Fund, with GCC, as the pilot phase of a broader Innovation Challenge Fund to develop the Foundational Economy. Deliver a Foundational Economy Challenge Fund pilot, with GCC, focused on Early Learning and Childcare.	Aug-27	Head of Intelligence Hub	Programme Manager Health and Inclusive Economy	Eight successful ELC bidders have been awarded funding to deliver their projects through to the end of June 2027. Business Innovation Support has been procured, with City of Glasgow College appointed as the delivery partner. The Community of Practice will be facilitated in-house by the Economic Development Projects Team. The Intelligence Hub will develop and deliver the evaluation strand of the programme. Two financial monitoring checks with each project will be scheduled in advance of grant payments being released. Communications activity is also being planned to support the programme launch once all projects have met in person.	Green	21/07/2026
RES_33	Inclusive Economy Programme	Deliver the 5G Innovation Region business cases for all programme elements.	Mar-26	Head of Intelligence Hub	Head of Intelligence Hub	The next phase of work for 5G Innovation Region is being delivered through range of partners including Glasgow HSCP, North Lanarkshire HSCP, South Lanarkshire HSCP, Inverclyde HSCP, North Lanarkshire Housing team, Build and Barrhead Housing Associations. Key for this year is implementation and showcasing benefits for scaling up delivery. This is ongoing alongside work to deliver the Regulators Pioneers Fund which will create a manual for local authorities / housing associations on the deployment of IoT sensors in homes.	Amber	22/07/2026
RES_34	Innovation Programme	Develop individual growth propositions for each Growth Cluster	Jun-27	Head of Intelligence Hub	Head of Intelligence Hub		Future	02/07/2026
RES_35	Innovation Programme	Develop scope for Regional Labour Market Study	Dec-26	Head of Intelligence Hub	Senior Economist	Work is underway to review develop the study, with initial focus on residents with no qualifications	Green	17/07/2026
RES_36	Innovation Programme	Scope and develop proposal for the Local Innovation Partnership Fund	May-26	Head of Intelligence Hub	Head of Intelligence Hub	The proposed portfolio totalling £50m to support a range of projects focussed on Life Sciences (drug discovery and diagnostics) was submitted to UKRI on 25th June	Amber	17/07/2026
RES_37	Innovation Programme	Deliver the Local innovation Partnership Fund	May-31	Head of Intelligence Hub	Head of Intelligence Hub	Await feedback on the proposed portfolio as noted above	Green	17/07/2026
RES_38	Innovation Programme	Deliver Innovation Accelerator Programme	Mar-26	Head of Intelligence Hub	Head of Intelligence Hub	Eight projects have been selected for the £10m extension. However, one of the companies leading one of the projects has gone into administration. The money has been allocated as approved by GEL Innovation Group and DSIT. The remaining projects are proceeding as expected	Complete	17/07/2026
RES_39	Innovation Programme	Deliver the Innovation Action Plan (Ecosystem, Identity, Assets & Infrastructure, Skills, Inclusion)	Ongoing	Head of Intelligence Hub	Senior Economist	ICE enabling infrastructure, supported through the GCR City Deal, has been completed. GAIA works are complete and the Medicines Manufacturing Innovation Centre is now operational. NMIS operational in 2023. Renfrewshire Council is completing installation of a fifth-generation renewable energy network which is the first of its kind in Scotland and will supply facilities with heating and hot water. It is estimated that £185m of investment has already been attracted into AMIDs. Enabling works for the WE&W Innovation District are being supported through the CWWEIQ City Deal project - Govan-Partick Bridge is progressing well and Byres Road Public Realm works have commenced. Update on benefits delivered by innovation projects was included in the APR 2024/25. A brief is being developed to bring in an agency to support the Region develop its 'Innovation Identity'. The IAP Skills Group is engaging with Innovate UK regarding a £150k pilot to look at innovation skills across the Region. The approach to developing the Region's £50m Local Innovation Partnership Fund is being developed in line with the Innovation Action Plan. A review is underway of how we deliver IAP in line with different funding streams (e.g. IZ and LIPF) which will be taken to the GEL Innovation Group in February	Green	17/07/2026

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RES_40	Innovation Programme	Deliver the benefits of the City Deal Innovation Projects: Continued delivery and benefits realisation (ICE, AMIDs, CWWEIQ)	Ongoing	Head of GCR PMO/ Head of Intelligence Hub	Head of GCR PMO/ Head of Intelligence Hub	ICE enabling infrastructure, supported through the GCR City Deal, has been completed. GAIA works are complete and the Medicines Manufacturing Innovation Centre is now operational. NMIS operational in 2023. Renfrewshire Council is completing installation of a fifth-generation renewable energy network which is the first of its kind in Scotland and will supply facilities with heating and hot water. It is estimated that £185m of investment has already been attracted into AMIDs. Enabling works for the WE&W Innovation District are being supported through the CWWEIQ City Deal project - Govan-Partick Bridge is now open and Byres Road Public Realm Phase 1 works are substantially complete. Update on benefits delivered by ICE were included in the APR 2025/26. Renfrewshire Council economic development staff to attend Lead Officers' Group going forward to update on benefits realisation. AMIDs has been selected as a Priority Project by National Wealth Fund. NWF convene workshop Jan 2026 with key stakeholders to identify barriers and solutions to attracting follow-on investment.	Green	26/01/2026
RES_41	Innovation Programme	Develop profiles on GCR's Economic Clusters	Dec-26	Head of Intelligence Hub	Senior Economist	The quantitative cluster analysis continues to be reviewed and updated annually. Over the next 18 months, the team will conduct a qualitative exercise to be better understand the barriers and opportunities for cluster growth. This will be done via engagement with businesses and specialists.	Green	17/07/2026
RES_42	Inverclyde Programme	Support Inverclyde Council in the co-design of an evidence-based programme to address economic inactivity due to ill health in Inverclyde.	Mar-26	Head of Intelligence Hub	Programme Manager Health and Inclusive Economy	Currently awaiting feedback from Inverclyde Council staff.	Complete	21/07/2026
RES_43	Inverclyde Programme	Support Inverclyde Council, as the MA lead, to develop the scope for the Maritime Skills Programme and provide employment and training opportunities Inverclyde residents.	Apr-26	Head of Economic Delivery	Head of Economic Delivery	As per RES_22,. IVC are the Local Authority lead for the development and delivery of the Maritime Skills Programme. Work is ongoing with SDS and the other 7 MAs to determine the most effective delivery mechanism. The initial co-hort of Production Operatives @ BAE resulted in 11 long-term unemployed individuals securing permanent employment. <i>The Maritime Skills Project will conclude in March 2027.</i>	Green	28/10/2025
RES_44	Inverclyde Programme	The GCR Intelligence Hub to undertake a study to baseline existing businesses in Inverclyde to identify those with growth potential.	TBC	Head of Intelligence Hub	Senior Economist	Currently awaiting feedback from Inverclyde Council staff.	Future	21/07/2026
RES_45	Inverclyde Programme	To undertake a business engagement exercise to understand the growth aspirations and barriers to growth of Inverclyde businesses.	Mar-27	Head of Intelligence Hub	Senior Economist	The Hub is developing a scope to be agreed with Inverclyde Council staff that will include outputs and delivery scheduled.	Future	21/07/2026
RES_46	Inverclyde Programme	Work with Inverclyde to unlock capacity funding for the development of Full Business Cases for the local projects included within the Enabling Commercial Space Project.	Dec-30	Head of GCR PMO	Regional Partnership Manager	GCR PMO is working with officers from Inverclyde Council to support them in the development and evaluation of the business case for their projects included within the ECS Programme.	Green	21/07/2026
RES_47	Inverclyde Programme	Work with Inverclyde Council to identify potential opportunities for the Inverclyde area through the Clyde Mission Strategic Masterplan and Heat Decarbonisation Fund.	Mar-28	Head of GCR Place	Programme Manager Clyde Mission	Representatives from IC and other Inverclyde organisations have been engaged in the CM-HDF design process through attending workshops. There have also been follow up meetings in respect of specific projects in Inverclyde. Consultancy proposals for the Clyde Mission Strategic Masterplan have been assessed and the project is moving towards appointment. Representatives from IC have been involved in drafting the brief and participated in the assessment panel. Clyde Mission Strategic Masterplan will be completed by July 26 and IC are part of the Short Term Working Group helping to oversee the strategic masterplan.	Green	21/07/2026
RES_48	Investment Programme	Produce options to establish a Regional Investment Fund	Mar-35	Head of Economic Delivery	Programme Manager Investment Zone	<i>Work ongoing with National Wealth Fund to establish Investment Fund. This work is being led by the Regional Empowerment Working Group. Bringing forward this action to mitigate risk of underspend.</i>	Green	23/07/2026

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RES_49	Investment Programme	Develop a credible plan for the Local Growth Fund	May-26	Head of Economic Delivery	Head of Economic Delivery	<i>LGF Investment Plan approved by Cabinet 26 May 26. Awaiting sign off from Scotland Office and MHCLG. First round of reporting to commence in Q2 26/27. An update report will be taken to Regional Partnership and Cabinet in August 2026. It is anticipated the projects will be approved by Cabinet in August and November 2026.</i>	Green	23/07/2026
RES_50	Investment Programme	Local Growth Fund Delivery	Mar-29	Head of Economic Delivery	Head of Economic Delivery	<i>Y1 revenue funding is being delivered by MAs and is underway. Once formal approval given, capital expenditure on Enabling Commercial Space will commence. The Y2 and Y3 capital and revenue projects are in the process of being developed with key stakeholders and will focus on regional empowerment. An update will be provided to Regional Partnership and Cab in August. With proposals from the Regional Empowerment Working Groups to be considered by RP and Cab in November 26.</i>	Green	23/07/2026
RES_51	Investment Programme	Develop a regionwide Business Support Programme	Mar-35	Head of Economic Delivery	Programme Manager Investment Zone	<i>Scheduled for Y6 (30/31)</i>	Future	02/07/2026
RES_52	Investment Programme	Deliver GCR Investment Zone	Mar-35	Head of Economic Delivery	Programme Manager Investment Zone	Annual Delivery Plan 1 and Change Control Approved by Government February 2026. APD 2 and End of Year 1 Reporting approved by CEG and submitted to UK and SG. Revenue Grant received 25th February 2026 Capital Grant expected 12th March 2026 Additional Skills Grant expected 31st March 2026 Tax Site went LIVE 25th February 2026 - Formal Government Announcement expected 12th March 2026 Investment Promotion Partnership Workshop held on 25th February with MAs, both Governments, public bodies, academia, industry and Investment Zone projects Neuranics and Renfrewshire Council (Tax Site) signed Grant Offer Letter and drawing down funding Ongoing work between GCC Legal, UofG Legal and UofS Legal teams to progress signing of GOL and 10-year Grant Passdown	Green	23/07/2026
RES_53	Investment Programme	Deliver Investment Zone Tax Site	Mar-40	Head of Economic Delivery	Programme Manager Investment Zone	Tax Site Business Case approved by CEG. Tax Site Management Strategy been developed and oversight group established.	Green	23/07/2026
RES_54	Investment Programme	Deliver NDRR Sites X 3	Mar-50	Head of Economic Delivery	Programme Manager Investment Zone	NDRR baseline completed by MAs (GCC, SLC, NLC, RC) in June 26. Oversight group to be established. Re-investment Strategy for NDRR will be taken forward in line with IZ Investment Fund.	Green	23/07/2026
RES_55	Investment Programme	Submitted and Approved Business Cases for Investment Zone	Mar-29	Head of Economic Delivery	Programme Manager Investment Zone	Laser Supply Chain and Advanced Packaging submitted OBC Nov 25 and redraft 5th Jan 26. Feedback provided 12th Jan 26 Neuranics Submitted FBC 19th Dec 25. Feedback provided 13th Jan 26. Approved at March CEG. First payment recieved July 26. Tax Site – expecting to submit FBC Feb 26 Approved at May CEG. Skyrora – expecting to submit FBC August 26 Prism - expecting to submit OBC Sept 26 Malin - expecting to submit SBC August NCASP – approved OBC March 2026 Some projects will produce phased FBCs. All projects will submit an FBC over the next 12 months.	Green	23/07/2026
RES_56	Investment Programme	Develop Regionwide Enabling Skills Programme	Mar-35	Head of Economic Delivery	Programme Manager Investment Zone	Skills Manager appointed to take forward. Introductory meetings between with IZ projects being set up in the coming weeks.	Green	23/07/2026

Ref No	Name	Action	Approved Timescale	Project Sponsor	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_57	Legal & Procurement	Delivery of activities on the Action Plan of the Regional Sustainable Procurement Strategy to achieve the Strategy's 5 key objectives.	Ongoing	<i>Head of GCR PMO</i>	<i>Head of GCR PMO</i>	The third annual review of the Regional Sustainable Procurement Strategy and Action Plan was presented to the Regional Partnership in December 2024. At that time, of the 43 actions within the Action Plan, 22 were complete (including 16 completed during 2024), 15 were rated Green, four were Future actions and two were Amber. During 2024/25, resources continued to be prioritised on embedding the Community Wishlist and associated processes. <i>A modernised Community Benefit Menu was issued in December 2024</i> , including a 50% increase in community benefit targets to be secured through contracts, alongside a standardised methodology for calculating points values. This revised approach has been approved by the Procurement Support Group (PSG) and is now embedded within procurement activity across the region. Governance and continuous improvement arrangements remain in place. Procurement lessons learned continue to be monitored as a standing item at PSG, with summary updates provided to the Lead Officers Group (LOG). A regional lessons learned log is maintained to inform ongoing refinements to procurement practice. PSG has agreed a schedule for the next review and update of the Sustainable Procurement Strategy Action Plan, with the updated Action Plan to be reported to the Regional Partnership in <i>Autumn 2026</i> . <i>During 2025–26, a core focus of the Strategy was the Community Benefits workstream with regards to the continued integration of the Community Benefits Hub with Cenefits. The Cenefits Contract has been extended to September 2027.</i>	Green	24/07/2026
RES_58	Strategic Employment Land	Scope and develop Regional Strategic Employment Location Project.	Mar-27	Head of GCR Place	Head of GCR Place		Future	02/07/2026
RES_59	Strategic Employment Land	Agree VDL next steps in light of Ryden report and Regional Spatial Strategy priorities.	Mar-27				Future	02/07/2026
RES_60	Strategic Employment Land	Enable Industrial property refurbishment and retrofit	Mar-27	Head of GCR Place	Head of GCR Place		Future	02/07/2026
RES_61	Sustainable City Region Programme	Deliver the Green Network Blueprint	Dec-40	Head of GCR Place	Head of GCR Place	GCR Place's Green Network team has now provided bespoke Nature Network reports for every Member Authority in support of Local Development Plan Evidence Reports and is applying this to subsequent 'Call for Sites' assessments. 2025/26 has also seen the completion of peatland restoration projects spanning sever hundreds of hectares at West Tandlemuir (Renfrewshire) and Hardridge Phase 2. Working closely with Member Authorities, Nature Scot and other partners, the team has also helped set up the River Kelvin Catchment Partnership. The Partnership's vision is "Working together in partnership to create a healthy, resilient and nature-rich River Kelvin catchment that connects communities, enhances biodiversity and supports climate adaptation".	Green	20/01/2026
RES_62	Sustainable City Region Programme	Support the delivery of Clyde Climate Forest, planting 18 million trees	Jan-32	Head of GCR Place	Head of GCR Place	Clyde Climate Forest has planted an impressive four million trees across the whole region in its first four years of operation. The latest community planting event took place at Cathkin Breas as part of Glasgow's 850 celebration, with school pupils helping to plant 10,000 trees to reconnect woodlands, enhance nature networks and boost biodiversity. Current efforts are focussed on securing funding to continue the initiative into 2026/27 and through to completion in 2032.	Green	20/01/2026
RES_63	Sustainable City Region Programme	Support the delivery of Climate Ready Clyde Regional Climate Adaptation Strategy	Dec-30	Head of GCR Place	Head of GCR Place	The Head of Place has joined the Climate Ready Clyde and GALLANT project boards. An independent review of progress with the Climate Adaptation Strategy has informed a re-focussing of CRC priorities. CRC has been successful in securing £200,000 to support adaptation delivery related activities. CRC worked with MAs to identify projects to be funded and continues to work with MAs on project delivery.	Green	20/01/2026
RES_64	Green Business Support	Deliver a programme of capital grants to support net zero transition among GCR SMEs	Mar-29	Head of Eocnomic Delivery	Head of Eocnomic Delivery	This is a 3 year programme delivered by the GCR MAs. The programme seeks to deliver grants (up to a maximum of £10,000) to 250 SMEs in GCR.	Green	

Appendix 10c: ANNUAL IMPLEMENTATION PLAN 2026/27 - CITY DEAL PROJECTS KEY MILESTONES 2026/27

MA	Sub Project	Key Milestone in 2026/27
EDC	Westerhill Development Road	Construction Start
EDC	Bishopbriggs Town Centre Regeneration	Construction Start and Construction End
ERC	Aurs Road	Construction End
ERC	Balgray Station	Construction End
ERC	Balgray Visitor Facilities	FBC approval, Construction Start and Construction End
GCC	Port Dundas: Dobbies Loan	FBC approval, Construction Start and Construction End
GCC	Port Dundas: Pinkston Access and Remediation	FBC approval and Construction Start
GCC	High Street Public Realm and Connectivity	FBC approval and Construction Start
GCC	Meatmarket Public Realm and Listed Structures	Construction Start
GCC	Argyle St West (M8 Kingston Bridge – Union Street)	Construction End
GCC	Argyle St East (Union Street to Glasgow Cross)	Construction Start
GCC	Kyle Street - North Hanover Street	Construction End
GCC	George Square and Surrounding Avenues	Construction End
GCC	George Street Ph. 2 (Montrose Street to High Street)	FBC approval
GCC	Cockenzie St SWMP	FBC approval
GCC	Eastern Springburn	FBC approval
GCC	Access and Integrity of Waterfront - Custom House Quay and Carlton Place	FBC approval and Construction Start
IC	Inchgreen Ph. 2 (New Local Project)	FBC approval, Construction Start and Construction End
NLC	Eurocentral Access Infrastructure (Ph.1 and Ph.2)	FBC approval, Construction Start and Construction End
NLC	Eurocentral Access Infrastructure (Ph.2 or 3)	FBC approval
NLC	Orchard Farm Roundabout	FBC approval and Construction Start
NLC	RIA South - New Dual Carriageway Rav to Motherwell	FBC approval and Construction Start
SLC	Stewartfield Way Capacity Enhancement	FBC approval and Construction Start
SLC	East Kilbride Town Centre (FBC1: Demolition Contract/FBC2: Civic Hub)	FBC approval and Construction Start
SLC	East Kilbride Town Centre (FBC3: Housing Enabling Works)	FBC approval and Construction Start
SLC	Sustainable Transport Intervention	Construction End
SLC	Uddingston Grammar School	FBC approval, Construction Start and Construction End
SLC	Hamilton Road Junctions Improvement	Construction End
SLC	Merryton Roundabout & Link Road	FBC approval and Construction Start
SLC	M74 Works	FBC approval and Construction Start
SLC	Community Facility (Larkhall Leisure Centre)	FBC approval and Construction Start
SLC	St Andrews/St Brides High School	Construction End
ECS ERC	Robertson Street Industrial Units (Improvements/Replacement)	FBC approval and Construction Start
ECS ERC	Crossmill Industrial Units (New Build)	FBC approval and Construction Start
ECS GCC	The Lighthouse Ph.2 (Refurbishment)	FBC approval and Construction Start
ECS GCC	Red Dalmarnock X Works (New Build)	Construction Start and Construction End
ECS IC	Inchgreen (New Build)	FBC approval and Construction Start
ECS IC	Crescent St (New Build)	FBC approval and Construction Start
ECS IC	Kelburn (New Build)	FBC approval and Construction Start
ECS IC	Ingleston Park (Refurbishment)	FBC approval and Construction Start
ECS NLC	Ravenscraig (New Build) ph. 1	Construction End
ECS NLC	Ravenscraig (New Build) ph. 2	FBC approval and Construction Start
ECS RC	Tech Terrace AMIDS (New Build)	FBC approval and Construction Start
ECS SLC	Red Tree Labs, Shawfield Innovation Campus (New Build)	FBC approval and Construction Start
ECS SLC	Industrial Unit (Upgrades and Retrofit)	FBC approval

Endnotes

Strategic Objectives in the Risk Table

- A. Support the creation of new, sustainable jobs in high value growth sectors providing fair, living wages;
- B. Provide improved transport connectivity for residents to access employment locations and for businesses to access national and international markets;
- C. Support the remediation and unlocking of key development and regeneration sites across the Region, with a focus on brownfield sites, creating attractive, marketable, accessible locations for people and businesses to live and invest;
- D. Support the delivery of a resilient, low carbon, sustainable, connected and attractive place capitalising on our existing social, cultural and environmental assets;
- E. Support micro, small and medium sized businesses in growth sectors to innovate, commercialise and grow through the provision of incubation, growonspace and world class research and development facilities;
- F. Provide additional skills, training, and employment support to those facing additional barriers to fair work and/or who are at risk of poverty; and
- G. Use the Programme resources to maximise the leverage of additional private and public sector funding for the City Region
- N/A Not Applicable

RAG Status Key

Overall	RED	RED if one or more of the Time/Cost/Scope/Benefit Realisation indicators are RED
	AMBER	AMBER if one or more of the Time/Cost/Scope/Benefit Realisation indicators are AMBER
	GREEN	GREEN if one or more of the Time/Cost/Scope/Benefit Realisation indicators are GREEN
	COMPLETE	COMPLETE if all of the Time/Cost/Scope/Benefit Realisation indicators are COMPLETE
	FUTURE	For BC more than 1 year away from submission
Scope	RED	Significant change in the scope to the last approved* Scope which will affect the overall cost of the project or any Benefit Realisation. The project will be reporting at red if any of the outputs listed in the last approved* FBC or Change Controls are not or will not be fully delivered. *last approved: the latest of either the last approved BC or the latest approved Change Control
	AMBER	Minor changes to the last approved* Scope which will neither affect the overall cost of the project or any Benefit Realisation. The project will be reporting at amber if it is very likely that any of the outputs listed in the last approved* FBC or Change Controls are not or will not be fully delivered
	GREEN	In line with the last approved* Scope and with not very high risks/issues indicating a potential change in scope. The project will be reporting at green if all the outputs listed in the last approved* FBC or Change Controls are or will be fully delivered
	COMPLETE	A Project will be marked as complete when last approved* Scope has been fully delivered, the construction works are completed and all the certifications (certifying that the works have been completed in accordance with the specification to the satisfaction of the relevant authority i.e. Roads Authority, Building Control etc.) are signed by the relevant parties and the infrastructure is opened to the public
	FUTURE	For projects with FBCs more than 1 year away from submission
Milestones/ Timeline	RED	If the last approved* Construction and Formal Opening milestone dates are not or will not be met or if any of the last approved* Key Milestones has been at amber for 1 period or more and no relevant Change Control was approved at the last CEG
	AMBER	If any of the last approved Key Milestones (with the exception of Construction End and Formal Opening dates) as defined in the PMT are or will be delayed. The status stays at Amber for 1 period to allow the MAs to submit a Change Control for reinstatement. If the Change Control is not submitted and approved by CEG (the status will be escalated to Red until the relevant Change Control is approved.
	GREEN	Project is on track with last approved* Key Milestones
	COMPLETE	A Project will be marked as complete when last approved* Construction End and Formal Opening dates have met (i.e. the construction works are completed and the infrastructure is opened to the public) and all the certifications (certifying that the works have been completed in accordance with the specification to the satisfaction of the relevant authority i.e. Roads Authority, Building Control etc.) are signed by the relevant parties
	FUTURE	For BC more than 1 year away from submission
Finance	RED	The project is not fully funded and/or there are significant projected or actual adverse variances in the project costs/expenditure profile (out with approved tolerances) with no recovery plan.
	AMBER	The project is not fully funded and/or there are projected or actual adverse variances in project costs/expenditure profile (out with approved tolerances) however a recovery plan is in place.
	GREEN	The project is fully funded and there are no actual or projected variances in project costs/expenditure profile.
	COMPLETE	Project is finished and asset is completed and operational and all financial transactions relating to project have been settled.
	FUTURE	For BC more than 1 year away from submission
Benefit Realisation	RED	Significantly behind/outwith the targeted benefit realisation without a recovery plan that will have a negative impact on the estimated project economic benefits (GVA or jobs) delivered by the end of the City Deal in 2035. This includes circumstances where there is no remedial action or effective mitigation and there: • is a project with a contract of significant value that has failed to secure any contractual community benefits, or the community benefits secured are not delivered and there is no opportunity to remedy this; • is a significant reduction, substantive change, or no progress in delivery of the direct project outputs (enabling infrastructure) which will have a negative impact on the economic benefits to be delivered by the project by 2035; • is completion of the enabling works (direct outputs) but the development of the opportunity sites (identified in the business case or latest change control) is significantly delayed or not being progressed at all; • is a project that has failed to evidence that a detailed plan or arrangements are in place to manage how the estimated private sector follow on investment will be secured and delivered in order to develop the project's opportunity sites; and • is a change in the type of floorspace outputs through follow on private sector investment, due to a change in market demand or other factors which will subsequently deliver a lower level of economic benefit from the project than estimated in the business case or latest approved change control.
	AMBER	Below/behind targeted benefit realisation but with a recovery plan which will significantly mitigate or negate any impact on the economic impacts that will be delivered by the project by 2035. This includes circumstances where a recovery plan is in place and there: • is a project with a contract of significant value that has failed to secure any contractual community benefits, or the community benefits secured are not delivered and there is an opportunity to remedy this; • is a project with a contract of significant value that has secured a lower level of contractual community benefit than set out in the City Deal guidance, however there is an explanation, mitigation or remedy available; • is a minor reduction in the amount or minor change to the direct outputs (enabling infrastructure) that has no material impact on securing the projected private sector investment or delivering the economic benefits of the project; • is a significant reduction, substantive change, or no progress in delivery of the direct project outputs (enabling infrastructure). This would have a negative impact on the economic benefits to be delivered by the project by 2035, however a recovery plan is in place to ensure that the benefits are realised; • is completion of the project's enabling works (direct outputs) but the development of the opportunity sites (identified in the business case or latest change control) is significantly delayed or not being progressed at all. However a recovery plan is in place to accelerate the development of the opportunity sites to realise the estimated benefits; • is a project that has failed to evidence that a detailed plan or arrangements are in place to manage how the estimated private sector follow on investment will be secured and delivered in order to develop the project's opportunity sites. However a recovery plan is in place to develop the plan/arrangements that will deliver the economic benefits in line with the business case or latest change control; • are minor delays to the delivery of, or nonsubstantive reduction in the projected amount of follow on investment leveraged and floorspace outputs delivered, that will have no material impact on the realisation of benefits stated in the latest business case or approved changed control; • are delays to the delivery of, or a significant reduction in the projected amount of follow on investment leveraged and floorspace outputs delivered, However a recovery plan is in place that will realise the benefits as stated in the latest business case or approved changed control; and

		• is a change in the type of floorspace outputs delivered through follow on private sector investment, due to a change in market demand or other factors which indicates that it will subsequently deliver a lower level of economic benefit. However there is a recovery plan in place that will realise the benefits estimated in the business case or latest approved change control. Projects will also move to Amber pending the approval of any change control request in relation to: • direct project outputs; • estimated private sector investment to be delivered by the project; • follow on investment and floorspace outcomes; and • the economic benefits to be delivered by the project by 2035, as stated in the business case or latest approved change control.
	GREEN	A project can be considered as Green if it is meeting or exceeding the targeted benefits as stated in the business case or most recent approved change control for: • community benefits; • direct project outputs; • estimated private sector investment to be delivered by the project; • follow on investment and floorspace outcomes; and • the economic benefits to be delivered by the project by 2035, as stated in the business case or latest approved change control. A project considered as Green will expect to be able to demonstrate that: • for all project contracts awarded, community benefits have been secured in line with the value and expectations of the City Deal Community Benefit guidance; • the direct project outputs are being delivered to the timescale and scope as stated in the business case or latest change control; • upon completion of the enabling works (direct outputs), that the development of the opportunity sites for the project are being delivered to the scope and timescale, as estimated in the business case or latest change control; • a detailed plan or arrangements are in place to manage how the estimated private sector follow on investment will be secured and delivered in order to develop the project's opportunity sites; and • that the type of floorspace outputs delivered on the project's opportunity sites remain the same as those within the business case or latest approved change control.
	COMPLETE	A project will only be complete for benefits realisation when it has evidenced that all of the benefits – community benefits, direct project outputs, floorspace outcomes, and economic benefits (GVA and jobs) – stated in the business case or latest approved change control have been achieved. During the construction phase of the project, the focus for benefits realisation will be upon the community benefits that are secured, and whether these have been delivered. As construction commences, benefits realisation will focus on the delivery of the direct outputs and the readiness of the project to move onto delivery of the wider economic benefits that will be realised through the private sector follow on investment. Following completion of construction of the direct project outputs, projects will be expected to report on the delivery of the floorspace outputs and other economic benefits attributed to their project.
	FUTURE	A project will only be marked as Future when it is prior to the delivery of any benefits, including community benefits. As soon as a contract is awarded containing the community benefits, the project will no longer be categorised as Future and will be gives a RAG status reflecting their status and performance.
Annual Implementation Plan (AIP)	RED	Action will not be completed within year covered by AIP and new restated date has not been approved
	AMBER	Action will not be completed within initial timescale approved by Cabinet, but new date has been proposed ensuring will be completed within year covered by AIP
	GREEN	Action is being delivered as planned and within approved timescale, including where timescale has been restated
	COMPLETE	Action is complete
	FUTURE	No activity undertaken in reporting period/milestone date is in the future and action not required at present.